

War Within the Army / The Science of Recall / **Plus:** Trick or Treat For Cats and Dogs

TIME

EXCLUSIVE

Inside Charles'
world as he
quietly takes
chargeTHE
FORGOTTEN
PRINCE

BY CATHERINE MAYER

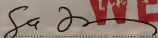


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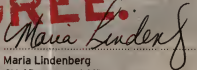
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BIG OIL SHOULD SUPPORT SMALL BUSINESS.

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Steve Tomkovicz
President
S&S Supplies and Solutions



Maria Lindenberg
Chief Procurement Officer
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Photograph by Nadav Kander for TIME



Britain's future monarch and his wife Camilla en route to the state opening of Parliament last spring. Photograph by Anthony Devlin—PA/Landov

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Editor's Desk

Prince for Life



THE IDEA OF A MYSTERY CELEBRITY is by definition a paradox: in an age when everyone has a camera in hand at all times, we know the well-known all too well. Yet a very few public figures manage to remain visible but unapproachable, like zoo animals or a full moon. Britain's Prince Charles has lived his life in the glare, an object of curiosity and scorn and scandal; he has sought to wrench control of that spotlight and shine it into dim corners where his mere attention can do some good. In speaking out on a variety of issues, including urban policy, interfaith relations and the environment, he has won over hardened skeptics. But Charles, 64, has also managed to "unite in unlikely alliance three strands of opponents who have their own reasons for depicting him as a figure of derision," argues TIME editor-at-large Catherine Mayer: "antiroyalists, often on Britain's left; traditionalists, often on the right and enraged by his radicalism on issues such as climate change; and a smaller number who never forgave him for failing to cherish Diana, Princess of Wales."

Among the code breakers of celebrity culture, few can match Mayer, who first crossed paths with the Prince in 1985. For this story, she interviewed more than 50 of his friends, associates and critics, traveled to his homes in England and Wales and joined him and his guests for dinner at Dumfries House in Scotland. "I feel more than anything else it's my duty to worry about everybody and their lives in this country, to try to find a way of improving things if I possibly can," Charles told Mayer in a conversation at another Scottish retreat, Birkhall on the Balmoral estate, where photographer Nadav Kander shot the arresting cover portrait. Celebrity can be complicated; so can duty and destiny.

Nancy Gibbs

Nancy Gibbs, MANAGING EDITOR

Write to us

Send an e-mail: letters@time.com. Please do not send attachments

Send a letter: **TIME Magazine Letters**, Time & Life Building, New York, NY 10020. Letters should include the writer's full name, address and home telephone and may be edited for purposes of clarity and space

One of Kander's two locations: the lawn at Birkhall, within earshot of the River Dee



BEHIND THE COVER Not many people can say they left early from an audience with royalty. But photographer Nadav Kander, who shot Prince Charles for **TIME** at the Prince's private residence in Scotland, didn't need all of his allotted 45 minutes to capture resonant images. "I was very pleased," Kander says. "He was so generous with his emotions." The two also chatted about their shared interest in the teachings of Swiss psychiatrist Carl Jung.



SCIENCE A new study offers a glimpse into the predominant mood of each American state. (Examples: Wisconsin is most ebullient, West Virginia most neurotic.) To find out which state best fits your temperament, take the 10-question test at time.com/moodmap.

NOW ON TIME.COM

Our special multimedia report "The Energy Revolution" explores the U.S.'s current energy boom in a series of videos, galleries and feature stories by senior editor Bryan Walsh. Find it at time.com/energyrevolution.



SETTING THE RECORD STRAIGHT

In "Why Texas Is Our Future" (Oct. 28), we misstated an estimate of California migration. About one-third of the more than 4 million people who left the state in the past 20 years moved to Texas, according to Southern Methodist University economist Bernard Weinstein.

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To Do:
Check out
ADVAIRsavings.com

Get your first 30-day prescription FREE and save on refills.*

If you have asthma or COPD, ADVAIR DISKUS may help you breathe better.†

Ask your doctor if ADVAIR® is right for you. Visit ADVAIRsavings.com or call 1-800-522-0156.



Approved Uses for ADVAIR DISKUS®

- ADVAIR DISKUS is for the treatment of asthma in patients 4 years and older. ADVAIR should be used only if your healthcare provider decides that your asthma is not well controlled with a long-term asthma control medicine, such as an inhaled corticosteroid.
- ADVAIR DISKUS 250/50 is approved for adults with COPD, including chronic bronchitis, emphysema, or both. You should only take 1 inhalation of ADVAIR twice a day. Higher doses will not provide additional benefits.
- ADVAIR DISKUS is not for, and should not be used to treat, sudden, severe symptoms of asthma or COPD. ADVAIR won't replace a rescue inhaler.

Important Safety Information About ADVAIR DISKUS

- **People with asthma who take long-acting beta₂-adrenergic agonist (LABA) medicines, such as salmeterol (one of the medicines in ADVAIR), have an increased risk of death from asthma problems.** It is not known whether fluticasone propionate, the other medicine in ADVAIR, reduces the risk of death from asthma problems seen with salmeterol.
 - **Call your healthcare provider if breathing problems worsen over time while using ADVAIR.** You may need different treatment.
 - **Get emergency medical care if** breathing problems worsen quickly and you use your rescue inhaler medicine, but it does not relieve your breathing problems.
- ADVAIR should be used only if your healthcare provider decides that your asthma is not well controlled with a long-term asthma control medicine, such as an inhaled corticosteroid.
- When your asthma is well controlled, your healthcare provider may tell you to stop taking ADVAIR. Your healthcare provider will decide if you can stop ADVAIR without loss of asthma control. Your healthcare provider may prescribe a different asthma control medicine for you, such as an inhaled corticosteroid.
- Children and adolescents with asthma who take LABA medicines may have an increased risk of hospitalization for asthma problems.
- Do not use ADVAIR to treat sudden, severe symptoms of asthma or COPD. Always have a rescue inhaler medicine with you to treat sudden symptoms.
- Do not use ADVAIR DISKUS if you have severe allergy to milk proteins. Ask your doctor if you are not sure.
- **Do not use ADVAIR more often than prescribed. Do not take ADVAIR with other medicines that contain a LABA for any reason.** Tell your doctor about medicines you take and about all of your medical conditions.
- **ADVAIR DISKUS can cause serious side effects, including:**
 - **serious allergic reactions.** Call your healthcare provider or get emergency medical care if you get any of the following symptoms of a serious allergic reaction: rash; hives; swelling of the face, mouth, and tongue; breathing problems.
 - **sudden breathing problems immediately after inhaling your medicine.**
 - **effects on heart:** increased blood pressure; a fast and irregular heartbeat; chest pain.
 - **effects on nervous system:** tremor; nervousness.
 - **reduced adrenal function (may result in loss of energy).**
 - **changes in blood (sugar, potassium, certain types of white blood cells).**
 - **weakened immune system and a higher chance of infections.** You should avoid exposure to chickenpox and measles, and, if exposed, consult your healthcare provider without delay. Worsening of existing tuberculosis, fungal, bacterial, viral, or parasitic infections, or ocular herpes simplex may occur.
 - **lower bone mineral density.** This may be a problem for people who already have a higher chance of low bone density (osteoporosis).
 - **eye problems including glaucoma and cataracts.** You should have regular eye exams while using ADVAIR.
 - **slowed growth in children.** A child's growth should be checked often.
 - **pneumonia.** People with COPD have a higher chance of getting pneumonia. ADVAIR may increase the chance of getting pneumonia. Call your doctor if you notice any of the following symptoms: increase in mucus (sputum) production; change in mucus color; fever; chills; increased cough; increased breathing problems.
- **Common side effects of ADVAIR DISKUS for asthma include** upper respiratory tract infection, throat irritation, hoarseness and voice changes, thrush in the mouth and throat, bronchitis, cough, headache, and nausea and vomiting. In children with asthma, infections in the ear, nose, and throat are common.
- **Common side effects of ADVAIR DISKUS 250/50 for COPD include** thrush in the mouth and throat, throat irritation, hoarseness and voice changes, viral respiratory infections, headache, and muscle and bone pain.

*Subject to eligibility. Restrictions apply.


†People ages 12 years and older taking ADVAIR DISKUS 100/50 experienced improvements in lung function and reductions in both asthma symptoms and fast-acting inhaler use, compared with people taking either fluticasone propionate 100 mcg or salmeterol 50 mcg (inhalation powders) alone. Your results may vary.

ADVAIR DISKUS 250/50 is clinically proven in COPD to significantly improve lung function (measured by a breathing test), compared with people taking either fluticasone propionate 250 mcg or salmeterol 50 mcg (inhalation powders) alone. Your results may vary.

Please see Brief Summary of Important Safety Information about ADVAIR DISKUS on next page.

You are encouraged to report negative side effects of prescription drugs to the FDA. Visit www.fda.gov/medwatch, or call 1-800-FDA-1088.

 GlaxoSmithKline

 If you don't have prescription coverage and can't afford your medicines, visit GSKaffordyou.com or call 1-866-GSK-FOR-24 (1-866-475-3678).

ADVAIR DISKUS® 250/50
(fluticasone propionate 250 mcg and salmeterol 50 mcg inhalation powder)

ADVAIR DISKUS® (fluticasone propionate and salmeterol inhalation powder)

BRIEF
SUMMARY

This summary does not take the place of talking to your healthcare provider about the medical condition or treatment. See full Prescribing Information for complete product information.

What is the most important information I should know about ADVAIR DISKUS?

ADVAIR DISKUS can cause serious side effects, including:

1. People with asthma who take long-acting beta₂-adrenergic agonist (LABA) medicines, such as salmeterol (one of the medicines in ADVAIR DISKUS), have an increased risk of death from asthma problems. It is not known whether fluticasone propionate, the other medicine in ADVAIR DISKUS, reduces the risk of death from asthma problems seen with salmeterol.
- Call your healthcare provider if breathing problems worsen over time while using ADVAIR DISKUS. You may need different treatment.
- Get emergency medical care if:
 - breathing problems worsen quickly and
 - you use your rescue inhaler medicine, but it does not relieve your breathing problems.
2. ADVAIR DISKUS should be used only if your healthcare provider decides that your asthma is not well controlled with a long-term asthma control medicine, such as inhaled corticosteroids.
3. When your asthma is well controlled, your healthcare provider may tell you to stop taking ADVAIR DISKUS. Your healthcare provider will decide if you can stop ADVAIR DISKUS without loss of asthma control. Your healthcare provider may prescribe a different asthma control medicine for you, such as an inhaled corticosteroid.
4. Children and adolescents who take LABA medicines may have an increased risk of being hospitalized for asthma problems.

What is ADVAIR DISKUS?

- ADVAIR DISKUS combines an inhaled corticosteroid medicine, fluticasone propionate (the same medicine found in FLOVENT®), and a LABA medicine, salmeterol (the same medicine found in SEREVENT®).
- Inhaled corticosteroids help to decrease inflammation in the lungs. Inflammation in the lungs can lead to asthma symptoms.
- LABA medicines are used in people with asthma and chronic obstructive pulmonary disease (COPD). LABA medicines help the muscles around the airways in your lungs stay relaxed to prevent symptoms, such as wheezing and shortness of breath. These symptoms can happen when the muscles around the airways tighten. This makes it hard to breathe. In severe cases, wheezing can stop your breathing and cause death if not treated right away.
- ADVAIR DISKUS is used for asthma and COPD as follows:

Asthma

ADVAIR DISKUS is used to control symptoms of asthma and to prevent symptoms such as wheezing in adults and children aged 4 years and older.

ADVAIR DISKUS contains salmeterol (the same medicine found in SEREVENT®). LABA medicines, such as salmeterol, increase the risk of death from asthma problems.

ADVAIR DISKUS is not for adults and children with asthma who are well controlled with an asthma control medicine, such as a low to medium dose of an inhaled corticosteroid medicine.

COPD

COPD is a chronic lung disease that includes chronic bronchitis, emphysema, or both. ADVAIR DISKUS 25/50 is used long term, 2 times each day to help improve lung function for better breathing in adults with COPD. ADVAIR DISKUS 25/50 has been shown to decrease the number of flare-ups and worsening of COPD symptoms (exacerbations).

Who should not use ADVAIR DISKUS?

Do not use ADVAIR DISKUS:

- to treat sudden, severe symptoms of asthma or COPD.

- if you have a severe allergy to milk proteins. Ask your doctor if you are not sure.

What should I tell my healthcare provider before using ADVAIR DISKUS?

Tell your healthcare provider about all of your health conditions, including if you:

- have heart problems
- have heart problems
- have seizures
- have thyroid problems
- have diabetes
- have liver problems
- have osteoporosis
- have an immune system problem
- are pregnant or planning to become pregnant. It is not known if ADVAIR DISKUS may harm your unborn baby.
- are breastfeeding. It is not known if ADVAIR DISKUS passes into your milk and if it can harm your baby.
- are allergic to any of the ingredients in ADVAIR DISKUS, any other medicines, or food products
- are exposed to chickenpox or measles

Tell your healthcare provider about all of the medicines you take including prescription and non-prescription medicines, vitamins, and herbal supplements. ADVAIR DISKUS and certain other medicines may interact with each other. This may cause serious side effects. Especially, tell your healthcare provider if you take ritonavir. The anti-HIV medicines NORVIR® (ritonavir capsules) Soft Gelatin, NORVIR (ritonavir oral solution), and KALETRA® (lopinavir/ritonavir) Tablets contain ritonavir.

Know the medicines you take. Keep a list and show it to your healthcare provider and pharmacist each time you get a new medicine.

How do I use ADVAIR DISKUS?

Do not use ADVAIR DISKUS unless your healthcare provider has taught you and you understand everything. Ask your healthcare provider or pharmacist if you have any questions.

- Children should use ADVAIR DISKUS with an adult's help, as instructed by the child's healthcare provider.
- Use ADVAIR DISKUS exactly as prescribed. Do not use ADVAIR DISKUS more often than prescribed. ADVAIR DISKUS comes in 3 strengths. Your healthcare provider has prescribed the one that is best for your condition.
- The usual dosage of ADVAIR DISKUS is 1 inhalation 2 times each day (morning and evening). The 2 doses should be about 12 hours apart. Rinse your mouth with water after using ADVAIR DISKUS.
- If you take more ADVAIR DISKUS than your doctor has prescribed, get medical help right away if you have any unusual symptoms, such as worsening shortness of breath, chest pain, increased heart rate, or shakiness.
- If you miss a dose of ADVAIR DISKUS, just skip that dose. Take your next dose at your usual time. Do not take 2 doses at one time.
- Do not use a spacer device with ADVAIR DISKUS.
- Do not breathe into ADVAIR DISKUS.
- While you are using ADVAIR DISKUS 2 times each day, do not use other medicines that contain a LABA for any reason. Ask your healthcare provider or pharmacist if any of your other medicines are LABA medicines.
- Do not stop using ADVAIR DISKUS or other asthma medicines unless told to do so by your healthcare provider because your symptoms might get worse. Your healthcare provider will change your medicines as needed.
- ADVAIR DISKUS does not relieve sudden symptoms. Always have a rescue inhaler medicine with you to treat sudden symptoms. If you do not have an inhaled, short-acting bronchodilator, call your healthcare provider to have one prescribed for you.

Call your healthcare provider or get medical care right away if:

- your breathing problems worsen with ADVAIR DISKUS
- you need to use your rescue inhaler medicine more often than usual
- your rescue inhaler medicine does not work as well for you at relieving symptoms
- you need to use 4 or more inhalations of your rescue inhaler medicine for 2 or more days in a row

- you use 1 whole canister of your rescue inhaler medicine in 8 weeks' time

- your peak flow meter results decrease. Your healthcare provider will tell you the numbers that are right for you.
- you have asthma and your symptoms do not improve after using ADVAIR DISKUS regularly for 1 week

What are the possible side effects with ADVAIR DISKUS?

- ADVAIR DISKUS can cause serious side effects, including:
 - See "What is the most important information I should know about ADVAIR DISKUS?"
- serious allergic reactions. Call your healthcare provider or get emergency medical care if you get any of the following symptoms of a serious allergic reaction:
 - rash
 - hives
 - swelling of the face, mouth, and tongue
 - breathing problems
- sudden breathing problems immediately after inhaling your medicine
- effects on heart
 - increased blood pressure
 - a fast and irregular heartbeat
 - chest pain
- effects on nervous system
 - tremor
 - nervousness
- reduced adrenal function (may result in loss of energy)
- changes in blood (sugar, potassium, certain types of white blood cells)
- weakened immune system and a higher chance of infections
- lower bone mineral density. This may be a problem for people who already have a higher chance of low bone density (osteoporosis).
- eye problems including glaucoma and cataracts. You should have regular eye exams while using ADVAIR DISKUS.
- slowed growth in children. A child's growth should be checked often.
- pneumonia. People with COPD have a higher chance of getting pneumonia. ADVAIR DISKUS may increase the chance of getting pneumonia. Call your healthcare provider if you notice any of the following symptoms:
 - increase in mucus (sputum) production
 - change in mucus color
 - fever
 - chills
 - increased cough
 - increased breathing problems

Common side effects of ADVAIR DISKUS include:

- | Asthma: | COPD: |
|-------------------------------------|----------------------------------|
| • upper respiratory tract infection | • thrush in the mouth and throat |
| • throat irritation | • throat irritation |
| • hoarseness and voice changes | • hoarseness and voice changes |
| • thrush in the mouth and throat | • viral respiratory infections |
| • bronchitis | • headache |
| • cough | • muscle and bone pain |
| • headache | |
| • nausea and vomiting | |

in children with asthma, infections in the ear, nose, and throat are common.

Tell your healthcare provider about any side effect that bothers you or that does not go away.

These are not all the side effects with ADVAIR DISKUS. Ask your healthcare provider or pharmacist for more information.

Call your doctor for medical advice about side effects. You may report side effects to the FDA at 1-800-FDA-1088. Ask your healthcare provider or pharmacist for additional information about ADVAIR DISKUS. You can also contact the company that makes ADVAIR DISKUS (lot free) at 1-888-825-5249 or at www.advaair.com.

Briefing

'The phone number ... is
I-800-318-2596.
I want to
repeat that:
I-800-318-2596.'



BARACK OBAMA, suggesting that people who can't access the new health care exchanges online—because of a "frustrating" number of glitches—try using the call center instead

24%

Percentage of Americans who research ex-lovers on the Internet, according to a Pew study. That's up from 11% in 2005

1,257 lb.



Weight of a rock fragment removed from a lake in Russia; it is suspected to be part of the meteorite that exploded above Chelyabinsk earlier this year, causing substantial injuries

'Without amendments to the constitution, we can never be a truly democratic society.'

AUNG SAN SUU KYI, pushing to reform the Burmese constitution, which prevents her from running for President because she was married to a foreigner



APPLE

Lauded for offering its new OS X Mavericks for free



GOOD WEEK

BAD WEEK



MICROSOFT

Called out for listing popular mobile sites as Windows Phone "apps"



'THE GOVERNOR WILL DO HIS CONSTITUTIONAL DUTY.'

MICHAEL DREWNIK, spokesman for Chris Christie, who will enforce a New Jersey Supreme Court ruling legalizing gay marriage even though he "strongly disagrees" with it



\$17,000

Charity funds raised during a fake *Breaking Bad* funeral in Albuquerque

'PLEEEASE MARRY MEEEE!!!'



KANYE WEST, proposing to girlfriend Kim Kardashian via Jumbotron message at AT&T Park in San Francisco; she said yes

'It's incredible that an allied country like the United States ... goes as far as spying on private communications.'

JEAN-MARC AYRAULT, French Prime Minister, after a new report—illuminated by leaks from Edward Snowden—suggested the NSA monitored officials and businesses in France as well as suspected terrorists

Briefing

LightBox

Under a Cloud

Amid strong winds and high temperatures, smoke from dozens of regional bushfires hangs above Bondi Beach in Sydney on Oct. 17. Officials determined that the largest of the fires was started by military exercises.

Photograph by Andrew Quilty—Oculi

FOR PICTURES OF THE WEEK,
GO TO lightbox.time.com



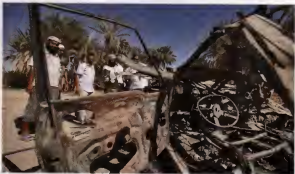


World

Rights Groups Condemn U.S. Drone Strikes

Drones, as Washington's prevailing wisdom goes, are the least messy weapon to deploy on a distant battlefield. They can surgically target terrorists and, in theory, inflict little collateral damage. But two new reports, one from Amnesty International and another from Human Rights Watch (HRW), detail civilian deaths in Pakistan and Yemen that Amnesty concluded may amount to "extrajudicial executions or war crimes and other violations of international humanitarian law."

In one example, 68-year-old Mamana Bibi was blown to pieces in front of her grandchildren while tending crops in Pakistan.



People survey damage from a drone strike in al-Qatn district of Hadramout, Yemen, in August 2012

It's impossible to know why Bibi was targeted, because virtually all details of the U.S. drone program are highly classified, and they will likely remain that way. The politics of drones is complicated—the government quietly supports them but publicly condemns them—and the Obama Administration faces no political consequences for not further declassifying the inner workings of the program.

The reports raise another crucial question: Drones may be effective, but do they create more terrorists? In its report, HRW spoke to family members in Yemen who identified relatives killed in a strike by pictures that showed what remained of body parts and bits of clothing. "Now when villagers see these images," one relative said, "they think of America."

The Explainer

How Conflict-Torn Countries Are Trying To Beat Polio

Polio is endemic only in Pakistan, Nigeria and Afghanistan. But now that it has reportedly resurfaced in Syria during the civil war, experts worry it could spread even more quickly without intervention. Here, some prevention methods being used elsewhere:



REACHING OUT

In Pakistan, aid can't get to areas like Baluchistan—a hotbed for infection—because the local Taliban has been targeting anti-polio workers ever since the U.S. tried using an immunization team to track Osama bin Laden. As a work-around, officials ramped up visits to immunize people in nearby communities.



EARNING TRUST

Islamist extremists in Nigeria have warned locals that "white medicine" is a CIA plot to sterilize girls and wipe out the country's Muslim population. So to gain trust, aid workers started engaging directly with individual community leaders to vaccinate children and share ideas.



ADMINISTERING VACCINES

In Afghanistan, the Taliban has stymied inoculation efforts over the years. But it backed off in May, citing research that showed vaccinations like oral anti-polio drops were the best way to protect children. In October the government launched a second round of its autumn campaign: 46,000 trained volunteers vaccinated 8.2 million children under age 5.

POLL

IS YOUR GOVERNMENT HIGHLY CORRUPT?

Gallup asked people from 63 countries with a free press. Here's how many said yes:



94%

Czech Republic



89%

Ghana



73%

U.S.



30%

Finland



14%

Sweden

SIERRA LEONE

'Most drivers don't even understand half the road signs.'

MORIE LENGOR, police official, about a new policy to curb accidents—there were 2,204 last year—that requires prospective drivers to play a board game designed to teach them about traffic regulations





One Nation, Under Smog

CHINA Residents dance in Harbin, in the northeastern Heilongjiang province—home to 11 million—as pollution choked the city on Oct. 21. Schools suspended classes, an airport closed, and traffic slowed as an index measuring particulate matter hit 1,000—well above the World Health Organization's daily recommended maximum of 25—and dropped visibility to a staggeringly low 33 ft. China is frequently under fire for its poor air quality. *Photograph by AFP/Getty Images*

Four Essential Facts About The Roma

Thousands of students in France protested the treatment of a 15-year-old Roma girl ordered off a school bus and deported with her family back to Kosovo. The Interior Minister, Manuel Valls, has advocated deporting members of the often misunderstood ethnic group.



► Their Roots

The Roma originated in northern India and migrated to Europe by the 15th century. They generally speak Romany, an Indo-European language.

► Their Numbers

It is difficult to track the total population, but the Council of Europe estimates that there is a diaspora of 11 million, with the largest number (2.75 million) residing in Turkey.

► Their Issues

Many Roma do not integrate with the rest of society and have high rates of poverty as well as low levels of education. They're also frequently persecuted and pejoratively called Gypsies.

► Their Future

Spain—as well as Germany and Hungary—is trying to help them assimilate by offering free social services. It's had some success (85% are now literate), but many Roma remain resistant.



BRAZIL

180,000

Tons of raw sugar at the Port of Santos that burned in a fire—about 10% of the monthly haul of Brazil, the world's leading sugar exporter; it could take at least six months for the port to bounce back

Trending In



HEALTH

U.K. surgeons completed a first-of-its-kind operation that improved the function of a failing heart while it was still beating



SPORTS

The Vatican announced it formed the St. Peter's Cricket Club and hopes its best players will challenge a team from the Church of England



SCANDAL

Officials at an Abu Dhabi mosque asked Rihanna to leave after she posted selfies deemed at odds with the "sanctity" of the site



JUSTICE

Russian authorities arrested a top breast-feeding expert, accusing her of running a cult



Nation

More Than A Glitch

Traffic alone didn't crash the Obamacare site. Bad coding did

BY MICHAEL SCHERER

NEARLY 20 MILLION AMERICANS have now experienced the broken Obamacare website firsthand. But Ben Simo, a past president of the Association for Software Testing, found something more than a cumbersome log-in or blank screen—he saw clear evidence of subpar coding.

In mid-October, he went to HealthCare.gov to help a family member get insurance, only to find his progress blocked. When he investigated the cause, he discovered that one part of the website had created so much cookie-tracking data that it appeared to exceed the site's capacity to accept his log-in information. That's the mark of a fractured development team.

Even more alarming were the security flaws. An error message from the site relayed personal information over the Internet without encryption, while the e-mail-verification system could be bypassed without access to the e-mail account. Both security vulnerabilities could be exploited to hijack an account. "Because this is a huge system that people are mandated by law to use, the standard should be higher," says Simo. "People are going to see it as a high-value target."

At the time, President Obama was still arguing that the main culprit for the break-

downs was the popularity of the site. "The website got overwhelmed by the volume," he said on Oct. 4. The reality, however, was far more dire.

The basic architecture of the site, built by federal contractors overseen by the Department of Health and Human Services, was flawed in design, poorly tested and ultimately not functional. "You need there to be good people on the inside to make good contracting decisions and good people on the outside to do the work," explains Clay Johnson, a Democratic technology consultant who recently worked as a White House fellow. "Right now, it's

the blind leading the blind."

Even on the back end of the site, data was garbled and in some cases unusable. The nightly reports that insurance companies receive from the federal government on new enrollees in the health plans have been riddled with errors, including syntax mistakes and transposed or duplicate data, according to industry veterans. In other cases, insurers have received multiple enrollments and cancellations from the same person, but since the documents lacked time stamps, it has been impossible to know which form is the most recent. Companies have



Delayed action President Obama promised improvements to the broken website in an Oct. 21 Rose Garden speech

THE WARNING SIGNS HAVE BEEN CLEAR FOR MONTHS, EVEN IF THE WHITE HOUSE MISSED THEM



missed deadlines and unfinished work. Administration officials have since put out a call for new contractors—and Silicon Valley talent—to fix the work. Jeffrey Zients, a top White House aide and former management consultant, has been tasked with leading the effort. But the pivot has not come with any new transparency about the problems. Obama's aides refuse to confirm any particular bugs or describe just what is wrong, as part of an effort at damage control aimed at keeping the public enthusiastic about the insurance marketplace.

Experts say the White House has only weeks to fix the problems before they start to directly affect the success of health reform. Government officials hope to enroll 7 million people in Obamacare in 2014. If they get substantially fewer, costs could rise for others in the system. Brett Graham, a managing director of Leavitt Partners, who has consulted on the exchanges, says, "Insurers really need that process to be reliable by about Nov. 1."

For his part, Simo tried to report the security vulnerabilities he found by contacting an online operator at the Department of Health and Human Services. But he has little hope that his message will get to the right people. The operator seemed confused about what to do with the information. After a half-hour of delay, Simo was told his complaints would be forwarded to the Federal Trade Commission, an agency that typically investigates consumer complaints, which would contact law enforcement as necessary. —WITH REPORTING BY ZEKE J. MILLER AND MASSIMO CALABRESI/WASHINGTON AND KATE PICKERT/LOS ANGELES ■

resorted to contacting enrollees directly to get answers, a solution possible only because so few have been able to sign up.

After three weeks of breakdowns, Obama decided that he could no longer stand by his own spin. "Nobody is madder than me about the fact that the website isn't working," he said on Oct. 21 in a Rose Garden speech that also announced an end to "sugarcoating" the problems. In fact, the warning signs have been clear for months inside government, even if the White House has failed to sniff them out. Federal auditors raised alarms in June, warning of

FOOTBALL

NAME CHANGER

Washington Redskins owner Daniel Snyder is under pressure from Native American groups and others to change the moniker his club has used for more than 75 years. TIME came up with alternative names more fitting for a sports team in the nation's capital:



WASHINGTON GRIDLOCKS

More-conservative play calling leads to slower play and stalled drives. Fan attendance hits all-time lows; players declare victory anyway.



WASHINGTON WHISTLE-BLOWERS

Led by franchise players Edward Snowden and Chelsea Manning, the team excels at opening holes and exposing weak defenses.



WASHINGTON DEFICITS

Wins prove elusive for a team trying to outrun its creditors while playing players with unsecured IOUs and lavish entitlements.

DISCLOSURES

Caribbean Cruz

Senator Ted Cruz returned to Texas claiming triumph after leading the ill-fated government shutdown in October, but his growing national profile is attracting scrutiny of his record. A TIME review of Cruz's financial disclosures shows he may have violated Senate ethics rules during the 2012 campaign by failing to report money owed to him by a British Virgin Islands company.

In 1998, Cruz invested \$6,000 in a Jamaican private-equity firm he founded with his Princeton roommate, David Pantan. When Cruz cashed out in 2003, Pantan gave him \$25,000 in cash and a \$75,000 promissory note against Pantan's holding company. Federal election rules required Cruz to disclose the note. Failing to do so until after his election "was an omission that was inadvertent," Cruz told TIME.

Cruz has since revised his disclosure three times, first on his own initiative and then after inquiries by Senate ethics staffers and TIME. Cruz says he deferred and then paid taxes on the \$25,000 in cash and that beyond the IOU, which has been gaining unspecified interest, he has no financial relationship with the company. —MASSIMO CALABRESI

Cruz led the fight to shut down the government



NUMBER

58%

Percentage of Americans who support legalizing marijuana, according to a recent Gallup poll. Just 12% were in favor in 1969, the first time Gallup asked the question.

Business

Stream Scheme Netflix's original shows are a hit, and investors like what they see

BY VICTOR LUCKERSON

WALL STREET'S LOVE AFFAIR with Netflix is on again. The streaming-media company's stock soared to more than five times its price the same time a year ago after it announced strong earnings on Oct. 21. Billionaire investor Carl Icahn, who pocketed about \$645 million after selling a portion of his Netflix shares the next day, tweeted, "I want to thank the Netflix team for a job well done."

What rekindled the fire? For one, Netflix quadrupled its earnings year over year. More impressive: the company revealed that it now has more than 40 million subscribers worldwide. With 29.9 million paying customers in the U.S., Netflix likely has more American subscribers than pay-TV behemoth HBO, according to estimates from SNL Kagan.

That figure is particularly important because of the transformation Netflix is attempting. Once dependent on costly agreements with traditional content creators to populate its service, the Los Gatos, Calif.-based

company has begun financing its own original programming. An estimated \$150 million of the \$2.5 billion it is spending this year on acquiring content is going to bankroll Netflix-only programs such as *Orange Is the New Black* and *House of Cards*. (Amazon, Hulu and YouTube are trying to do the same.)

CEO Reed Hastings attributes much of Netflix's rally to the positive response to such shows. *House of Cards* became the first online program to win a prime-time Emmy in September. *Arrested Development's* much hyped revival kept Netflix in headlines for weeks leading up to its May debut. And sleeper hit *Orange Is the New Black* is on track to be Netflix's most watched original show by the end of the year. "It's

undoubtedly helped them grow," says Dan Cryan, research director for digital media at IHS Screen Digest.

The results are a reversal for Netflix, which suffered a disastrous stumble two years ago when a plan to spin off its DVD-rental business outraged subscribers. Still, its transition is risky. Shows could always flop, or stars might walk away. Michael Pachter, an analyst at Wedbush Securities, says Netflix may also have a hard time sustaining profits.

Not only will it have to pay for expensive original content, but it will also have to maintain costly deals that allow it to stream older films, documentaries and TV shows, all while keeping its subscription price at \$7.99 per month. "As you start seeing Netflix not making as much money, they have to raise the price," Pachter argues. "If they charge [more], that will place pressure on subscriber growth." And that could sour the romance with investors.

Breakout hits *Orange Is the New Black* and *House of Cards* are luring new customers



Next for Netflix:

2013 MAKE NICHE WITH CABLE

Netflix is being friendly with cable operators, its onetime rivals. The company is in talks with Comcast and others to bring its service to their set-top boxes in the U.S.

2014 PRODUCE MORE MUST-SEE TV

Upcoming original programs include new cartoons from DreamWorks Animation as well as a show from the creators of *The Matrix*.

2016 BANK ON BLOCKBUSTER FILMS

Netflix inked a deal worth a reported \$300 million a year for access to Disney films eight months after they hit theaters—not unlike HBO and Starz deals.

BEFORE AND AFTER
ORIGINAL SHOWS

23.5
MILLION

Streaming
subscribers,
December 2011



40
MILLION

Streaming
subscribers,
September
2013

**COPD makes it hard
for me to breathe.
But today, I can keep
my family tradition.**



SYMBICORT helps me breathe better because it improves my lung function, starting within 5 minutes.*

SYMBICORT does not replace a rescue inhaler for sudden symptoms.

SYMBICORT is a twice-daily maintenance medication that helps make a significant difference in my breathing.* And today that means, fish on!

Talk to your doctor about SYMBICORT.

*Results may vary.

IMPORTANT INFORMATION ABOUT SYMBICORT

Important Safety Information about SYMBICORT 160/4.5 for COPD

Call your health care provider if you notice any of the following symptoms: change in amount or color of sputum, fever, chills, increased cough, or increased breathing problems. People with COPD may have a higher chance of pneumonia.

SYMBICORT does not replace rescue inhalers for sudden symptoms. Be sure to tell your health care provider about all your health conditions, including heart conditions or high blood pressure, and all medicines you may be taking. Some patients taking SYMBICORT may experience increased blood pressure, heart rate, or change in heart rhythm.

Do not use SYMBICORT more often than prescribed. While taking SYMBICORT, never use another medicine containing a LABA for any reason. Ask your health care provider or pharmacist if any of your other medicines are LABA medicines, as using too much LABA may cause chest pain, increase in blood pressure, fast and irregular heartbeat, headache, tremor, and nervousness.

Patients taking SYMBICORT should call their health care provider or get emergency medical care:

- if you experience serious allergic reactions including rash, hives, swelling of the face, mouth and tongue, and breathing problems.

- if you think you are exposed to infections such as chicken pox or measles, or if you have any signs of infection. You may have a higher chance of infection.
- if you experience an increase in wheezing right after taking SYMBICORT, eye problems including glaucoma and cataracts, decreases in bone mineral density, swelling of blood vessels (signs include a feeling of pins and needles or numbness of arms or legs, flu like symptoms, rash, pain and swelling of the sinuses), decrease in blood potassium, and increase in blood sugar levels.

If you are switching to SYMBICORT from an oral corticosteroid, follow your health care provider's instructions to avoid serious health risks when you stop using oral corticosteroids.

Common side effects include inflammation of the nasal passages and throat, thrush in the mouth and throat, bronchitis, sinusitis, and upper respiratory tract infection.

Approved Uses for COPD

SYMBICORT 160/4.5 is for adults with COPD, including chronic bronchitis and emphysema. You should only take 2 inhalations of SYMBICORT twice a day. Higher doses will not provide additional benefits.

Please see Important Product Information on adjacent page and discuss with your doctor.

You are encouraged to report negative side effects of prescription drugs to the FDA. Visit www.fda.gov/medwatch or call 1-800-FDA-1088.

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Inhalation Aerosol

AstraZeneca

IMPORTANT INFORMATION ABOUT SYMBICORT

Please read this summary carefully and then ask your doctor about SYMBICORT.

No advertisement can provide all the information needed to determine if a drug is right for you or take the place of careful discussions with your health care provider. Only your health care provider has the training to weigh the risks and benefits of a prescription drug.

WHAT IS THE MOST IMPORTANT INFORMATION I SHOULD KNOW ABOUT SYMBICORT?

People with asthma who take long-acting beta₂-agonist (LABA) medicines, such as formoterol (one of the medicines in SYMBICORT), have an increased risk of death from asthma problems. It is not known whether budesonide, the other medicine in SYMBICORT, reduces the risk of death from asthma problems seen with formoterol.

SYMBICORT should be used only if your health care provider decides that your asthma is not well controlled with a long-term asthma control medicine, such as an inhaled corticosteroid, or that your asthma is severe enough to begin treatment with SYMBICORT. Talk with your health care provider about this risk and the benefits of treating your asthma with SYMBICORT.

If you are taking SYMBICORT, see your health care provider if your asthma does not improve or gets worse. It is important that your health care provider assess your asthma control on a regular basis. Your doctor will decide if it is possible for you to stop taking SYMBICORT and start taking a long-term asthma control medicine without loss of asthma control.

Get emergency medical care if:

- breathing problems worsen quickly, and
- you use your rescue inhaler medicine, but it does not relieve your breathing problems.

Children and adolescents who take LABA medicines may be at increased risk of being hospitalized for asthma problems.

WHAT IS SYMBICORT?

SYMBICORT is an inhaled prescription medicine used for asthma and chronic obstructive pulmonary disease (COPD). It contains two medicines:

- **Budesonide** (the same medicine found in Pulmicort® Inhaler), an inhaled corticosteroid. Inhaled corticosteroids help to decrease inflammation in the lungs. Inflammation in the lungs can lead to asthma symptoms.
- **Formoterol** (the same medicine found in Foradil® Aerolizer™). LABA medicines are used in patients with COPD and asthma to help the muscles in the airways of your lungs stay relaxed to prevent asthma symptoms, such as wheezing and shortness of breath. These symptoms can happen when the muscles in the airways tighten. This makes it hard to breathe, which, in severe cases, can cause breathing to stop completely if not treated right away.

SYMBICORT is used for asthma and chronic obstructive pulmonary disease as follows:

Asthma

SYMBICORT is used to control symptoms of asthma and prevent symptoms such as wheezing in adults and children ages 12 and older.

Chronic Obstructive Pulmonary Disease

COPD is a chronic lung disease that includes chronic bronchitis, emphysema, or both. SYMBICORT 160/4.5 mcg is used long term, two times each day, to help improve lung function for better breathing in adults with COPD.

WHO SHOULD NOT USE SYMBICORT?

Do not use SYMBICORT to treat sudden severe symptoms of asthma or COPD or if you are allergic to any of the ingredients in SYMBICORT.

WHAT SHOULD I TELL MY HEALTH CARE PROVIDER BEFORE USING SYMBICORT?

Tell your health care provider about all of your health conditions, including if you:

- have heart problems
- have high blood pressure
- have seizures
- have thyroid problems
- have diabetes
- have liver problems
- have osteoporosis
- have an immune system problem
- have eye problems such as increased pressure in the eye, glaucoma, or cataracts
- are allergic to any medicines
- are exposed to chicken pox or measles
- are pregnant or planning to become pregnant. It is not known if SYMBICORT may harm your unborn baby
- are breast-feeding. Budesonide, one of the active ingredients in SYMBICORT, passes into breast milk. You and your health care provider should decide if you will take SYMBICORT while breast-feeding.

Tell your health care provider about all the medicines you take including prescription and nonprescription medicines, vitamins, and herbal supplements. SYMBICORT and certain other medicines may interact with each other and can cause serious side effects. Know all the medicines you take. Keep a list and show it to your health care provider and pharmacist each time you get a new medicine.

HOW DO I USE SYMBICORT?

Do not use SYMBICORT unless your health care provider has taught you and you understand everything. Ask your health care provider or pharmacist if you have any questions.

Use SYMBICORT exactly as prescribed. **Do not use SYMBICORT more often than prescribed.** SYMBICORT comes in two strengths for asthma: 80/4.5 mcg and 160/4.5 mcg. Your health care provider will prescribe the strength that is best for you. SYMBICORT 160/4.5 mcg is the approved dosage for COPD.

- SYMBICORT should be taken every day as 2 puffs in the morning and 2 puffs in the evening.
- Rinse your mouth with water and spit the water out after each dose (2 puffs) of SYMBICORT. This will help lessen the chance of getting a fungus infection (thrush) in the mouth and throat.
- Do not spray SYMBICORT in your eyes. If you accidentally get SYMBICORT in your eyes, rinse your eyes with water. If redness or irritation persists, call your health care provider.
- Do not change or stop any medicines used to control or treat your breathing problems. Your health care provider will change your medicines as needed.
- While you are using SYMBICORT 2 times each day, do not use other medicines that contain a long-acting beta₂-agonist (LABA) for any reason. Ask your health care provider or pharmacist if any of your other medicines are LABA medicines.
- SYMBICORT does not relieve sudden symptoms. Always have a rescue inhaler medicine with you to treat sudden symptoms. If you do not have a rescue inhaler, call your health care provider to have one prescribed for you.

Call your health care provider or get medical care right away if:

- your breathing problems worsen with SYMBICORT
- you need to use your rescue inhaler medicine more often than usual
- your rescue inhaler does not work as well as you at relieving symptoms
- you need to use 4 or more inhalations of your rescue inhaler medicine for 2 or more days in a row
- you use one whole canister of your rescue inhaler medicine in 3 weeks' time
- your peak flow meter results decrease. Your health care provider will tell you the numbers that are right for you
- your symptoms do not improve after using SYMBICORT regularly for 1 week

WHAT MEDICATIONS SHOULD I NOT TAKE WHEN USING SYMBICORT?

While you are using SYMBICORT, do not use other medicines that contain a long-acting beta₂-agonist (LABA) for any reason, such as:

- Serenax® (Salmeterol) (salmeterol xinafoate inhalation powder)
- Advair® (Salmeterol) or Advair® HFA (fluticasone propionate and salmeterol)
- Formoterol-containing products such as Foradil® Aerolizer, Brexario®, or Perforomist®

WHAT ARE THE POSSIBLE SIDE EFFECTS WITH SYMBICORT?

SYMBICORT can cause serious side effects.

- Increased risk of pneumonia and other lower respiratory tract infections if you have COPD. Call your health care provider if you notice any of these symptoms: increase in mucus production, change in mucus color, fever, chills, increased cough, increased breathing problems
- Serious allergic reactions including rash; hives; swelling of the face, mouth and tongue; and breathing problems. Call your health care provider or get emergency care if you get any of these symptoms
- Immune system effects and a higher chance for infections
- Adrenal insufficiency—a condition in which the adrenal glands do not make enough steroid hormones
- Cardiovascular and central nervous system effects of LABAs, such as chest pain, increased blood pressure, fast or irregular heartbeat, tremor, or nervousness
- Increased wheezing right after taking SYMBICORT
- Eye problems, including glaucoma and cataracts. You should have regular eye exams while using SYMBICORT
- Osteoporosis. People at risk for increased bone loss may have a greater risk with SYMBICORT
- Slowed growth in children. As a result, growth should be carefully monitored
- Swelling of your blood vessels. This can happen in people with asthma
- Decreases in blood potassium levels and increases in blood sugar levels

WHAT ARE COMMON SIDE EFFECTS OF SYMBICORT?

Patients with Asthma

Sore throat, headache, upper respiratory tract infection, thrush in the mouth and throat

Patients with COPD

Thrush in the mouth and throat

These are not all the side effects of SYMBICORT. Ask your health care provider or pharmacist for more information.

NOTE: This summary provides important information about SYMBICORT. For more information, please ask your doctor or health care provider.


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Health

I Want My IUD How public-health experts are rebranding the much derided contraceptive

BY ALEXANDRA SIFFERLIN

IF YOU'RE A WOMAN IN THE U.S., you'd be forgiven for being wary of the intra-uterine device. The reversible contraceptive—which is popular globally—has a dark past in the States, after the Dalkon Shield, a '70s-era IUD, was linked to pelvic inflammatory disease and infertility and was subsequently beset by lawsuits. Consumer mistrust has lingered ever since.

But that was then. Although today's IUDs aren't perfect, experts say they're safe and cheaper (in the long term) than the Pill. And usage is rising: roughly 8.5% of American women who use contraceptives use IUDs, up from 5.5% in 2007 and 2.4% in 2002. In order to lift those stats even further, major public-health organizations such as the National Institute of Reproductive Health and the National Campaign to Prevent Teen and Unplanned Pregnancy have started a major push to raise IUD awareness among younger generations and thwart the stigma before it sticks. Here's what the experts are touting in new apps, social-media campaigns, physician-training programs and more.

THEY'RE DISCREET.

Unlike traditional oral contraceptives that require taking a daily pill and making public pharmacy pickups, IUDs—typically plastic, T-shaped devices (see right) that sit in the



uterus and release hormones to stop sperm from reaching an egg—are hidden from view. "The IUD is between a woman and her doctor," says Louise Cohen, vice president of Public Health Programs, a New York City-based non-profit that's co-leading an IUD task force. "No one else has to know."

THEY'RE LOW MAINTENANCE.

Once inserted by a clinician, an IUD can last anywhere from three to 12 years without being replaced, removing the pressure to remember a daily pill dose (although users need to self-check their IUDs each month). And while insertion can be pricey—up to \$840 if the patient does not have insurance—it's still cheaper than years of monthly payments for other methods.

THEY'RE EFFECTIVE.

Oral contraceptives have an average failure rate of 9% (mainly reflecting skipped doses). But IUDs are about 99% effective, with failure rates as low as 0.2%. To be sure, there are drawbacks: they can sometimes cause heavy or painful periods and in very rare cases can perforate the uterus. Still, the American Congress of Obstetricians and Gynecologists—the authority on all things birth control—has declared IUDs the most effective form of reversible contraception and one of the best tools to fight unwanted pregnancies.

Other Good Alternatives to The Pill



THE IMPLANT

A thin rod inserted under the skin of the upper arm releases progestin (a synthetic hormone that blocks contraception) over three years. Typical failure rate: 0.05%.



THE SHOT

Contains progestin and is administered by a doctor to a woman's buttocks or arm every three months. Typical failure rate: 6%.



THE PATCH

Applied once a week for three weeks, it releases progestin and estrogen (to prevent egg release). Typical failure rate: 9%.



THE RING

Inserted in the vagina for three weeks, it releases progestin and estrogen. Typical failure rate: 9%.

Milestones



Congressman Foley prepares to board an Army helicopter in Grenada in 1983

DIED

Thomas Foley Paragon of bipartisanship

By Newt Gingrich

There was something especially poignant about former House Speaker Tom Foley's passing shortly after the bitter hostility of the government shutdown. Foley believed in negotiating. He had negotiated as chairman of the House Agriculture Committee. As he rose in the House Democratic leadership, he was consistently the least partisan member. Part of his conciliatory approach was personality, part geography, part what he learned from his mentors, part legislative experience.

Foley, who died on Oct. 18 at 84, was a great storyteller and could keep his fellow legislators

relaxed and laughing through an extended series of anecdotes. Many of his stories involved laughing at himself. It was a wonderful lesson in the power of humility to disarm your opponents (and in some ways very much like President Lincoln).

Although he was friendly, Speaker Foley was an excellent debater. In one heated late-night debate he caught me in an obvious inconsistency. He jumped in and hammered me so brilliantly that all I could do was stand up and give him a bow. He smiled and bowed back. The 100 or so members on the floor applauded our mutual respect and good sportsmanship.

Since Foley had won his House seat in 1964 in a wave election—one in which more than 20 House seats swing from one party to the other—it probably did not shock him to lose it in a wave election 30 years later. He always said that

being elected Speaker in 1989 was the second greatest honor of his life, after having been chosen Congressman by his hometown citizens in Spokane, Wash. And he meant it.

After losing his final election, in 1994, Speaker Foley was extraordinarily generous in helping me understand the operations of the Speaker's office. There had not been a Republican Speaker in 40 years. He could have made things difficult, but his sense of the larger institution and his basic decency led him to be very helpful.

I have nothing but fond memories of serving with Tom Foley. We worked together when we could, competed when we had to and cooperated for the national interest as often as possible. He was interesting and intelligent and had great integrity. America lost a genuine patriot this week.

Gingrich was Speaker of the U.S. House of Representatives from 1995 to 1999

DIED

Bud Adams, 90, owner of the Tennessee Titans and founder of the American Football League, which began play in 1960 and merged with the NFL 10 years later.

DIED

Major Owens, 77, Congressman from Brooklyn who served his district for 24 years. A former librarian, Owens was best known for championing education.

DIED

Lou Scheimer, 84, television producer and founder of the Filmmation cartoon studio, which was responsible for *Fat Albert* and *The Cosby Kids*, *The Archie Show* and the animated *Star Trek*.

DIED

Antonia Brenner, 86, American nun who abandoned a life of privilege to provide care and comfort to prisoners in Tijuana's La Mesa penitentiary for more than 30 years.



DIED

Lawrence Klein, 93, economist who correctly predicted that the U.S. would prosper mightily after World War II. He was awarded the 1980 Nobel in economic sciences.

STOLEN

From the Buffalo Trace Distillery in Frankfort, Ky., nearly \$26,000 worth of 20-year-old **Pappy Van Winkle**, probably the most coveted bourbon in the U.S.



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Randi Zuckerberg

Post More Baby Photos!

It's time to stop pretending we can separate our personal life from our work life

AS THE SISTER OF FACEBOOK'S FOUNDER, I've seen people over the years delight in finding bits of my life that have surfaced online and giving them undue attention. Some bachelorette party photos here, a video of me singing there—the attention is understandable. But it's exhausting to put on an act—to be somebody in one situation and somebody else in another. So a long time ago, I decided to stop being afraid to share.

This philosophy was put to the test when I had my son Asher two years ago. Even though I promised myself that when he was born, I wouldn't become "that mom" on Facebook, I fell hard off the wagon. First yawn? Adorbs. Facebook it. First hiccups? Obviously all my friends want to see that. Snoozing in a park? OMG, sooooo cute! Who wouldn't want to see baby photos 50 times a day?

I soon found out. I had some pretty honest co-workers, and one day one of them decided to give it to me straight. "Randi," she said, "Asher is adorable, but you can't keep posting a zillion baby photos. You have a professional reputation to uphold."

Ultimately, though, I came to the conclusion that the people who think we need to create a purely professional, one-dimensional brand online have got it totally wrong.

Hear me out.

Right now, there are two generations in the workforce who think in diametrically opposite ways about identity. Executives who came of age in the pre-smartphone era take it as a given that you should have a separate professional persona that reads like a profile in *Forbes* and doesn't overlap with your personal life.

But my generation came of age in a world with social networks, and we know that we don't have that luxury anymore. We understand that the business leaders of the future will be three-dimensional personalities whose lives, interests, hobbies and passions outside of work are documented and on display.

We should embrace this new world. The answer isn't fewer baby pictures; it's more baby pictures. It's not that I should post less; it's that everyone else should post more.

Let's change what it means to be professional in the Internet age. The time when your personal identity was a secret to your colleagues is over and done. And that is a good thing.

WORK AND NETWORKS



REGRET

A FindLaw survey found that 29% of social-media users ages 18 to 34 have posted a photo, a comment or personal information that they fear could have repercussions at work.



CONNECTED

A survey from Intelligent Office, a staffing agency, found that one-third of workers use social media on the job for at least an hour a day.

If anything, being my authentic self online makes me a better leader at work. Research has shown that when you refuse to share personal details on Facebook with your colleagues, it reduces your likability in the office compared with that of people who share. A forthcoming white paper by researchers at the University of Pennsylvania's Wharton School shows that people who shared personal information with their work colleagues and bosses—and seamlessly blended their off-line and online lives—were thought of as better workers.

SINCE WE'RE ALL GOING TO BE EXPOSING MORE about ourselves online in our careers, we need to start being a bit more tolerant of what we learn about our colleagues and professional contacts. Employees are people too, and most (or at least some) of their lives are spent outside the office. As the distinction between public and private behavior changes, so should our expectations of one another.

We also need to be sure that we respect one another's tech-life balance. Given that your work colleagues will also be your friends on social media, there could come a time when you are still waiting for a response from them relating to a work matter and see that they have had time to post something on Instagram or make a move in *Words With Friends*. At these times, it's important to keep in mind that everyone has a life outside of work—and we're all entitled to it.

This also applies in the world of our friends. With texting, in particular, it feels as if we should get a response instantaneously. But demanding an instant reply to your messages is like tapping someone on the shoulder and interrupting a conversation they're having with someone else.

When you maintain a single identity online and grant the same to your co-workers, you not only become better regarded and more trustworthy at work, but you also become more productive.

Plus, who doesn't like baby photos of kids on vacation? There's nothing more adorable than watching little Asher try to walk in the sand. I think I have a picture of it somewhere. ■

Zuckerberg is the CEO and founder of Zuckerberg Media and author of Dot Complicated: Untangling Our Wired Lives (HarperCollins Publishers, 2013), from which this is adapted

"My antidepressant worked hard.
But sometimes I still struggled
with my depression."



Adding ABILIFY (aripiprazole) may help with unresolved depressive symptoms as early as 1-2 weeks if you've been on an antidepressant for at least 6 weeks.*

ABILIFY (aripiprazole) is a prescription medicine used to treat depression in adults as an add-on treatment to an antidepressant when an antidepressant alone is not enough.

Important Safety Information

Elderly patients with dementia-related psychosis (e.g., an inability to perform daily activities due to increased memory loss) taking ABILIFY have an increased risk of death or stroke. ABILIFY is not approved for treating these patients.

Antidepressants can increase suicidal thoughts and behaviors in children, teens, and young adults. Serious mental illnesses are themselves associated with an increase in the risk of suicide. When taking ABILIFY, call your doctor right away if you have new or worsening depression symptoms, unusual changes in behavior, or thoughts of suicide. Patients and their caregivers should be especially observant within the first few months of treatment or after a change in dose. Approved only for adults 18 and over with depression.

- Call your doctor if you develop very high fever, rigid muscles, shaking, confusion, sweating, or increased heart rate and blood pressure, as these may be signs of a rare but potentially fatal condition called **neuroleptic malignant syndrome (NMS)**.
- If you have **diabetes** or have risk factors or symptoms of diabetes, your blood sugar should be monitored. High blood sugar has been reported with ABILIFY and medicines like it. In some cases, extreme high blood sugar can lead to coma or death.

*Based on 6-week clinical studies comparing ABILIFY + antidepressant versus antidepressant alone.

- If you develop uncontrollable facial or body movements, call your doctor, as these may be signs of **tardive dyskinesia (TD)**. TD may become permanent and the risk of TD may increase with the length of treatment and the overall dose. While TD can develop after taking the medicine at low doses for short periods, this is much less common. There is no known treatment for TD, but it may go away partially or completely if the medicine is stopped.
- **Other risks** may include lightheadedness upon standing, decreases in white blood cells (which can be serious), seizures, trouble swallowing, or impairment in judgment or motor skills. Until you know how ABILIFY affects you, you should not drive or operate machinery.

The common side effects in adults in clinical trials (≥10%) include nausea, vomiting, constipation, headache, dizziness, an inner sense of restlessness or need to move (akathisia), anxiety, and insomnia. Tell your doctor about all the medicines you're taking, since there are some risks for drug interactions. You should avoid alcohol while taking ABILIFY.

You are encouraged to report negative side effects of prescription drugs to the FDA. Visit www.fda.gov/medwatch or call 1-800-FDA-1088.

Please read the additional Important Information about ABILIFY on the adjacent page.

Ask your doctor about the option of adding ABILIFY.



Learn about a FREE trial offer at ABILIFYfreeOffer.com or 1-800-393-5553

 Bristol-Myers Squibb Company | PATIENT ASSISTANCE FOUNDATION
This non-profit organization provides assistance to qualifying patients with financial hardship who generally have no prescription insurance. Contact 1-800-738-0003 or visit www.bmspa.org for more information.

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ABILIFY® (aripiprazole) R_x ONLY

This summary of the Medication Guide contains risk and safety information for patients about ABILIFY. This summary does not include all information about ABILIFY and is not meant to take the place of discussions with your healthcare professional about your treatment. Please read this important information carefully before you start taking ABILIFY and discuss any questions about ABILIFY with your healthcare professional.

What is the most important information I should know about ABILIFY?

Serious side effects may happen when you take ABILIFY, including:

- **Increased risk of death in elderly patients with dementia-related psychosis:** Medicines like ABILIFY can raise the risk of death in elderly people who have lost touch with reality (psychosis) due to confusion and memory loss (dementia). ABILIFY is not approved for the treatment of patients with dementia-related psychosis.

- **Risk of suicidal thoughts or actions:** Antidepressant medicines, depression and other serious mental illnesses, and suicidal thoughts or actions: Antidepressant medicines may increase suicidal thoughts or actions in some children, teenagers, and young adults within the first few months of treatment. Depression and other serious mental illnesses are the most important causes of suicidal thoughts and actions. Some people may have a particularly high risk of having suicidal thoughts or actions including people who have (or have a family history of) bipolar illness (also called manic-depressive illness) or suicidal thoughts or actions.

How can I watch for and try to prevent suicidal thoughts and actions in myself or a family member?

- Pay close attention to any changes, especially sudden changes, in mood, behaviors, thoughts, or feelings. This is very important when an antidepressant medicine is started or when the dose is changed.
- Call the healthcare provider right away to report new or sudden changes in mood, behaviors, thoughts, or feelings.
- Keep all follow-up visits with the healthcare provider as scheduled. Call the healthcare provider between visits as needed, especially if you have concerns about symptoms.

Call a healthcare provider right away if you or your family member has any of the following symptoms, especially if they are new, worse, or worry you:

- thoughts about suicide or dying, attempts to commit suicide, new or worse depression, new or worse anxiety, feeling very agitated or restless, panic attacks, trouble sleeping (insomnia), new or worse irritability, acting aggressive, being angry, or violent, acting on dangerous impulses, an extreme increase in activity and talking (mania), other unusual changes in behavior or mood.

What else do I need to know about antidepressant medicines?

- **Never stop an antidepressant medicine without first talking to a healthcare provider.** Stopping an antidepressant medicine suddenly can cause other symptoms.
- **Antidepressants are medicines used to treat depression and other illnesses.** It is important to discuss all the risks of treating depression and also the risks of not treating it. Patients and their families or other caregivers should discuss all treatment choices with the healthcare provider, not just the use of antidepressants.
- **Antidepressant medicines have other side effects.** Talk to the healthcare provider about the side effects of the medicine prescribed for you or your family member.
- **Antidepressant medicines can interact with other medicines.** Know all of the medicines that you or your family member takes. Keep a list of all medicines to show the healthcare provider. Do not start new medicines without first checking with your healthcare provider.
- **Not all antidepressant medicines prescribed for children are FDA approved for use in children.** Talk to your child's healthcare provider for more information.

What is ABILIFY (aripiprazole)?

ABILIFY is a prescription medicine used to treat:

- major depressive disorder in adults, as an add-on treatment to an antidepressant medicine when you do not get better with an antidepressant alone.

The symptoms of major depressive disorder (MDD) include

feeling of sadness and emptiness, loss of interest in activities that you once enjoyed and loss of energy, problems focusing and making decisions, feeling of worthlessness or guilt, changes in sleep or eating patterns, and thoughts of death or suicide.

What should I tell my healthcare provider before taking ABILIFY?

Before taking ABILIFY, tell your healthcare provider if you have or had:

- diabetes or high blood sugar in you or your family; your healthcare provider should check your blood sugar before you start ABILIFY and also during therapy.
- seizures (convulsions).
- low or high blood pressure.
- heart problems or stroke.
- pregnancy or plans to become pregnant.
- breastfeeding or plans to breast-feed. ABILIFY can pass into your breast milk and may harm your baby. Talk to your healthcare provider about the best way to feed your baby if you receive ABILIFY.
- low white blood cell count.
- phenyleketonuria. ABILIFY DISCMLT Daily Disintegrating Tablets contain phenylalanine.
- any other medical conditions.

Tell your healthcare provider about all the medicines that you take or recently have taken, including prescription medicines, non-prescription medicines, herbal supplements, and vitamins.

ABILIFY and other medicines may affect each other causing possible serious side effects. ABILIFY may affect the way other medicines work, and other medicines may affect how ABILIFY works.

Your healthcare provider can tell you if it is safe to take ABILIFY with your other medicines. Do not start or stop any medicines while taking ABILIFY without talking to your healthcare provider first. Know the medicines you take. Keep a list of your medicines to show your healthcare provider and pharmacist when you get a new medicine.

How should I take ABILIFY?

- Take ABILIFY exactly as your healthcare provider tells you to take it. Do not change the dose or stop taking ABILIFY yourself.
- ABILIFY can be taken with or without food.
- ABILIFY tablets should be swallowed whole.
- If you miss a dose of ABILIFY, take the missed dose as soon as you remember. If it is almost time for the next dose, just skip the missed dose and take your next dose at the regular time. Do not take two doses of ABILIFY at the same time.
- If you take too much ABILIFY, call your healthcare provider or poison control center at 1-800-222-1222 right away, or go to the nearest hospital emergency room.

What should I avoid while taking ABILIFY?

- Do not drive, operate heavy machinery, or do other dangerous activities until you know how ABILIFY affects you. ABILIFY may make you drowsy.
- Do not drink alcohol while taking ABILIFY.
- Avoid getting over-heated or dehydrated.
- Do not over-exercise.
- In hot weather, stay inside in a cool place if possible.
- Stay out of the sun. Do not wear too much or heavy clothing.
- Drink plenty of water.

What are the possible side effects of ABILIFY?

Serious side effects have been reported with ABILIFY including:

- **Neuroleptic malignant syndrome (NMS):** Tell your healthcare provider right away if you have some or all of the following symptoms: high fever, stiff muscles, confusion, sweating, changes in pulse, heart rate, and blood pressure.

These may be symptoms of a rare and serious condition that can lead to death. Call your healthcare provider right away if you have any of these symptoms.

- **High blood sugar (hyperglycemia):** Increases in blood sugar can happen in some people who take ABILIFY (aripiprazole). Extremely high blood sugar can lead to coma or death. If you have diabetes or risk factors for diabetes (such as being overweight or a family history of diabetes), your healthcare provider should check your blood sugar before you start ABILIFY and during therapy. Call your healthcare provider if you have any of these symptoms of high blood sugar while taking ABILIFY:
 - feel very thirsty, need to urinate more than usual, feel very hungry, feel weak or tired, feel sick to your stomach, feel confused, or your breath smells fruity.

- **Increase in weight:** Weight gain has been reported in patients taking medicines like ABILIFY, so you and your healthcare provider should check your weight regularly. For children and adolescent patients (6 to 17 years of age) weight gain should be compared against that expected with normal growth.

- **Difficulty swallowing:** may lead to aspiration and choking.
- **Tardive dyskinesia:** Call your healthcare provider about any movements you cannot control in your face, tongue, or other body parts. These may be signs of a serious condition. Tardive dyskinesia may not go away, even if you stop taking ABILIFY. Tardive dyskinesia may also start after you stop taking ABILIFY.

- **Orthostatic hypotension (decreased blood pressure):** lightheadedness or fainting when rising too quickly from a sitting or lying position.

- **Low white blood cell count**

- **Seizures (convulsions)**

Common side effects with ABILIFY in adults include nausea, inner sense of restlessness/need to move (akathisia), vomiting, anxiety, constipation, insomnia, headache, restlessness, dizziness. These are not all the possible side effects of ABILIFY. For more information, ask your healthcare provider or pharmacist.

Call your doctor for medical advice about side effects. You may report side effects to FDA at 1-800-FDA-1088.

General information about ABILIFY

- Store ABILIFY at room temperature, between 59°F to 86°F. Opened bottles of ABILIFY Oral Solution can be used for up to 6 months after opening, but not beyond the expiration date on the bottle. Keep ABILIFY and all medicines out of the reach of children.

Medicines are sometimes prescribed for purposes other than those listed in a Medication Guide. Do not use ABILIFY for a condition for which it was not prescribed. Do not give ABILIFY to other people, even if they have the same condition. It may harm them.

This summary contains the most important information about ABILIFY. If you would like more information, talk with your healthcare provider. For more information about ABILIFY visit www.abilify.com.

Tablets manufactured by Otsuka Pharmaceutical Co., Ltd, Tokyo, 311-8535 Japan or Bristol-Myers Squibb Company, Princeton, NJ 08543 USA

Orally Disintegrating Tablets, Oral Solution, and Injection manufactured by Bristol-Myers Squibb Company, Princeton, NJ 08543 USA

Distributed and marketed by Otsuka America Pharmaceutical, Inc., Rockville, MD 20850 USA

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Rana Foroohar

How Little \$13 Billion Buys Us

A big penalty for a big bank feels like a populist shakedown. It won't protect the economy



I FIND MYSELF IN THE ODD POSITION of feeling sorry for a too-big-to-fail bank. JPMorgan Chase is reportedly ready to pay \$13 billion to the U.S. government—potentially among the largest such settlements ever. The tentative deal, which is separate from other settlements that may be made with institutional investors, centers on alleged misdeeds in the selling of mortgage-backed securities, those spliced-and-diced housing-based assets that caused the 2008 financial crisis. It's supposed to allow JPMorgan to move beyond the sins of the crisis while also showing how tough the Department of Justice has gotten on banks, giving Main Street the warm feeling that Wall Street has finally paid for all the pain it caused.

In reality it does none of those things. In fact, this mega-settlement would be in some ways the worst possible response to the economic destruction of the crisis and the Great Recession. For starters, it does absolutely nothing to make the financial system safer. Rather than clear, sensible rules that prohibit risky behavior on the part of banks, we get enormous fines for ... what, exactly? The details of the settlement haven't been finalized yet, so we don't know the specifics of what the fines are supposed to compensate for. We don't know which institutions and executives were considered at fault, or indeed whether there was any criminal wrongdoing. (Investigations on that score continue.) It's likely that many of the transgressions were actually committed by Bear Stearns and Washington Mutual, two institutions that JPMorgan bought—at the behest of Washington—during the financial crisis in order to stabilize the system.

ASIDE FROM ENSURING THAT NO HEAD OF ANY major bank is ever going to want to help the government in similar situations again, the deal also has the worrisome aura of a populist shakedown. Officials appear more concerned about appeasing anger over the financial crisis than doing the harder and more politically contentious work of re-regulating the banking system properly. Remember, five years on from the crisis, only 40% of the rules called for by the Dodd-Frank reform law have been completed. "The amount seems almost poll-based, as if Washington surveyed voters and asked how big would the penalty need to be for people to feel like JPMorgan paid a fair amount,"

WHAT
\$13 BILLION
AMOUNTS TO



About three times the amount BP agreed to pay to settle federal charges in the Gulf of Mexico oil-spill case



JPMorgan Chase's profit from the first two quarters of this year

says behavioral economist and finance expert Peter Atwater, who worked for JPMorgan in the late '80s and early '90s.

At the same time, the mega-settlement sends a perverse message. "If you are big enough and profitable enough, you can simply pick up the phone to the DOJ and cut a deal," says Mike Mayo, banking analyst at investment firm CLSA and author of *Exile on Wall Street: One Analyst's Fight to Save the Big Banks From Themselves*. "If you are ABC Community Bank somewhere in the Midwest, you don't have that option." It's true that \$13 billion is a very big number—it's about \$2 billion more than Google made in profit last year and roughly triple what BP agreed to pay after the oil spill in the Gulf of Mexico. But it's also what JPMorgan earned in profit in the first two quarters of this year. It's a hit, no doubt, but it won't cause lasting pain.

Far from being a cathartic event, JPMorgan's tentative settlement just shows how badly the aftermath of the financial crisis has been handled. Thanks in part to financial-industry lobbying, the Dodd-Frank reform rules have turned into a crazy-making 2,300-page document that will have lawyers scouting for loopholes. As Mayo puts it, "what we really needed was three pages outlining the Volcker Rule as Paul Volcker actually envisioned it"—meaning a simple separation of commercial and investment banking. That would end the too-big-to-fail problem by splitting the federally insured restaurant of deposit taking and lending from the risky casino of trading.

Of course, given the political and lobbying energy that's been poured into Dodd-Frank, that was never going to be an easy task. Just implementing the existing rules completely will take several more years. So what should happen now? If JPMorgan CEO Jamie Dimon really wants to appease the public, he should take a personal pay cut in 2013 to compensate for the billions in legal fees and fines that will dampen the bank's profit for a few quarters. (Dimon took home \$18.7 million in 2012, after his bonus was cut in half because of the London Whale debacle.) More crucially, the government should come up with clearer rules of the road immediately. We need laws that hold financial executives personally responsible for actions that society deems harmful. And we need banking rules that make the system safer. The \$13 billion in this deal buys us neither. ■



Reigning outside

*Prince Charles on the lawn at
Birkhall, his home in Scotland*

A photograph of a small, light-colored building with a domed roof and a large tree on a grassy hill. The building is situated on a grassy slope, and a large, leafy tree stands to its right. The sky is overcast.

HEART OF A KING

He was born to wear a crown, but Prince Charles has long aimed higher

BY CATHERINE MAYER/ABERDEENSHIRE

Photograph by Nadav Kander for TIME



1981 Unveiled:
*Diana kisses
Charles on their
wedding day*



2013 Pomp:
*With the Queen
at the state
opening
of Parliament*



**2004 The male
line:** Charles and
sons remember
Diana

**2008 Happy
together:** Camilla
and Charles
in Scotland



2013 Heirs:
*George and
his parents
at his
christening*

director of the Sustainable Food Trust, describes as "an amplifier of messages and a conductor of ideas." Al Gore calls the Prince "inspiring." The Prince has more than once been called a British Al Gore, but he casts his ambitions far wider.

A royal activist, he deploys his influence to move the dial on everything from climate change to community architecture, integrated medicine to interfaith relations. Viewed from palaces and limousines and the more profound distance imposed by position and tradition, all these issues appear to the Prince intimately connected with the fate of the earth, which he fears humanity is destroying—"this miraculous entity floating around in space that is linked with the extraordinary harmony of the universe." (Yes, he does talk like that, gripping the sides of his chair in a rictus of distress.)

His supporters hail him as a visionary; his detractors dismiss him as a privileged crank. Inside the bubble of his strange existence, that notion of privilege is undercut by a sense of his lifelong isolation, a childhood short on parental warmth, a sinewy-toughening education that separated him from his three siblings, a culture that still sees many of those close to him bending the knee and calling him "Sir." A former girlfriend remembers their heads bumping as he moved to kiss her while she curtsied.

He has found late happiness with his "wonderful wife" Camilla, thriving sons and baby grandson, but this complicated, instinctual, driven man still tries to reach out, to give others the ease of spirit that until recently eluded him. He aims to be a king of people's hearts, impelled, in his words, to look out for "everybody else's grandchildren" too. He leans forward, eyes shining, "I've had this extraordinary feeling, for years and years, ever since I can remember really, of wanting to heal and make things better," he says.

Is he succeeding? Any reliable assessment has to start with what he's done, not with what the polarized voices of monarchists and republicans, fans and critics, allege. He may have been born to reign, but this Prince rarely commands a fair hearing.

Growing Concerns

NEAR THE END OF VOLTAIRE'S 1759 SATIRICAL novel, *Candide*, after the eponymous hero has endured multiple privations, an old woman who has suffered alongside him wonders which is worse—to have undergone these privations or "simply to sit here and do nothing." Candide replies, "That is a hard question." He finds redemption in the honest work of cultivating his garden.

Spend any time with Prince Charles, talk to the people who know him best or look back over an existence voluminous-

ly if imperfectly documented, and it's clear that having nothing to do was, for the Prince, torture. "My great problem in life is that I do not really know what my role in life is," 29-year-old Charles told an audience at Cambridge University. Like *Candide*, he would discover respite from existential angst in making things grow.

As a teenager, he was shocked by 1960s Brutalist architecture. While his contemporaries envisaged golden times to come, filled with free love and unchained rock music, he foresaw a bleaker world wrought in the name of progress. "I couldn't bear the physical aspect of destroying town centers and historical places, digging up all the hedgerows, cutting down trees, making terrifying prairies covered in chemicals," he says now. "All that stuff. I thought this was insanity."

In the Duchy of Cornwall, an estate created in the 14th century to provide the heirs to the throne with an income, he found a way to promote his vision of the future, emerging as a formidable—and prescient—thought leader on environmental issues. In 1980, under his direction, the estate bought his southwest England residence Highgrove House and the nearby Duchy Home Farm and began transforming the farm into an early model of organic husbandry. He established Duchy Originals, one of the U.K.'s first organic brands, 10 years later. In 1993

work started on Poundbury, an "urban extension" on duchy land abutting Dorchester, also in southwest England. Planned according to precepts held by the Prince to be the basis of successful communities, it is both prototype and laboratory. Its buildings are to human scale, domestic and commercial properties intermingle, wealthier residents rub along peaceably with the less well off, and everything is walkable.

Poundbury makes tangible a big difference between Prince Charles and most folks with opinions. The Prince no sooner conceives an idea for righting a wrong than he starts to make his idea concrete—or, in the case of Poundbury, stone and slate.

You can see how tempting it must be to repeat this trick. If the Prince spots a gap in the voluntary sector, he invariably tries to fill it. (Spend time around his staff and you'll hear them comparing notes on his latest obsessions: "Have you heard about his idea for geothermals?") He not only serves as patron of 428 charities but over the years has founded more than 25 charities of his own—even his staff has lost track of the exact number—as well as the Prince of Wales's Charitable Foundation, a grantmaking U.K. body with counterpart organizations in Australia, China, Canada and the U.S. He spearheads nine awareness-raising initiatives, including Accounting for Sustainability, which urges business and the public sector to factor environmental impacts into every decision.

His first charity—the Prince's Trust, set up in 1976—like its founder took a while to find a core purpose. When riots in London and Liverpool in 1981 highlighted the deepening social and economic divisions of Margaret Thatcher's Britain, the trust began exploring ways to help a young underclass excluded from the affluence fostered by Thatcherite reforms. Not for the first time and most certainly not for the last, the Prince pushed the boundaries of Britain's constitutional monarchy, under which royals are expected to give a wide berth to anything that might smack of politics.

His motives weren't ideological. "A few people are lucky enough to know exactly what they want to do. But there's a hell of a lot of others who don't really know and may not be obviously academic, who suffer from low self-esteem," he says of the young people he hoped to help. For all his

empathy, he seems unaware that he's also describing his own struggle.

Over its 37-year span, the Prince's Trust has given 650,000 young men and women financial and practical assistance to start businesses or embark on careers. A £1,500 (\$2,410) grant from the trust enabled 16-year-old Idris Elba to join Britain's National Youth Music Theatre. He repaid that faith with interest, going on to star in hit TV shows *The Wire* and *Luther* and the forthcoming biopic *Mandela: Long Walk to Freedom*. James Sommerville co-founded the design company Attik in 1986 with a £2,000 (\$3,210) loan, eventually selling the business to advertising giant Dentsu. "If

HIS TITLES AND ORDERS:

HIS ROYAL HIGHNESS

PRINCE CHARLES PHILIP

ARTHUR GEORGE,

PRINCE OF WALES, KG, KT, GCB,

OM, AK, QSO, PC, ADC,

EARL OF CHESTER, DUKE OF

CORNWALL, DUKE OF

ROTHESAY, EARL OF CARRICK,

BARON OF RENFREW,

LORD OF THE ISLES, PRINCE

AND GREAT STEWARD OF

SCOTLAND

[Prince Charles] was in industry, he would be a [Richard] Branson or the late Steve Jobs," says Sommerville, now vice president of global design for Coca-Cola.

Jobs couldn't have run Apple while also deputizing for the head of state. So, devoted gardener that the Prince is, he has been pruning and merging his charities into the 16 strongest that he can be sure will flourish with less of his attention. "Obviously, these things have grown like Topsy over the years, as I've seen what I feel needs to be done," he says. "I couldn't do it all at once. I couldn't at Highgrove just do the whole garden in one or two years. Bit by bit, you go round."

Courting Controversy

WHEN CHARLES WAS STILL A YOUNG MAN trying to make something of himself, he sought advice widely. He rejected President Nixon's suggestion that he should be "a presence," noting in a July 1970 diary entry that "to be just a presence would be fatal. I know lots of Americans think one's main job is to go round saying meaningless niceties, but a presence alone can be swept away so easily." He listened closely to his grandmother the Queen Mother and to his great uncle Lord Mountbatten, who lavished encouragement, unlike his parents. (Last year, as the Prince showed Mum and Dad some regeneration work his charities had carried out in Burnley—northwest England's frayed former center of the cotton industry—his father was heard asking, "Why do you want to save all these terrible old places?")

But it was Christopher Soames, a politician and diplomat, who alerted the Prince to the life-changing secret of his royal superpower. Soames pointed out that few people reject an invitation to meet the heir to the throne, especially if a fancy dinner and highfalutin guests are added to the mix. In the four decades since that revelation, the Prince has used his unparalleled convening power to summon many of the world's wealthiest to his table, expertly extracting some of their wealth to fund his charitable endeavors. (Such guests are known as "Bond villains" among mischievous members of his household.) He has taken captains of industry to some of the poorest corners of the kingdom and, in his words, brought together "businesspeople, government and agencies to sit down with NGOs, who normally they might never have talked to, except they shout across a huge chasm."

An April 2009 photograph taken at St. James's Palace, part of the complex with Clarence House that forms his London home, captures a summit of the Prince and eight elected leaders—Australia's Kevin Rudd, France's Nicolas Sarkozy, Germany's Angela Merkel, Guyana's Samuel Hinds, Indonesia's Susilo Bambang Yudhoyono, Italy's Silvio Berlusconi, Japan's Taro Aso and Norway's Jens Stoltenberg—as well as U.S. Secretary of State Hillary Clinton, four British Cabinet ministers, some nonelected leaders and the heads of international institutions. Convened by the Prince to float the idea of emergency funding to protect



Heavy duty
Charles was
only 20 years
old when he
was invested as
Prince of Wales
in 1969

rain forests by making them more valuable alive than dead, the meeting sparked an intergovernmental process that the following year created a \$6.4 billion fund to help rain-forest countries.

These days, only four of the 13 participating politicians hold office, but the Prince still plugs away at the issue through his think tank, the International Sustainability Unit, which also seeks solutions to such challenges as creating food and water security. That might seem like a thoroughly good thing, but it speaks to a central reason the Prince remains a controversial figure. He cannot be ousted by voters.

About a quarter of Britons will never accept the hereditary principle of monarchy. British republicans see the monarchy as a source and guarantor of the nation's entrenched inequalities, even if Prince Charles does more than a little good for the victims of those inequalities. Republicans in Commonwealth countries resent their royal hangover from the days of the British Empire. "Camilla, whom I've met, is very amiable and talks fair dinkum talk," e-mails *Schindler's Ark* author Thomas Keneally, an Australian. But "amiability does not mean, any more than arrogance, that a British head of state should be our head of state."

Antimonarchists see in Charles a weak link between his unassailable mother and the glamorous younger generation rendered more vulnerable, not less, by his commitment to making the most of his inherited position. They aren't wrong. At various times the Prince's determination to do the right thing has come close to alienating entire professions, most famously architects. He has three times intervened to raise concerns about plans for modernist developments in London: an extension to the National Gallery; a remodeling of Paternoster Square, next to St. Paul's Cathedral; and a swath of luxury flats on the site of a former army barracks in well-heeled Chelsea. Three times the original plans have been shredded. Some architects say he has sparked a valuable discussion about engaging with the people and communities involved. Richard Rogers—the architect of iconic buildings including the Pompidou Center in Paris and the thwarted designer of the scrapped Paternoster and Chelsea schemes—disagrees. "The Prince does not debate, and

HEIRITHMETIC: PRINCE CHARLES BY THE NUMBERS

25+

Charities he has founded

\$224 MILLION

Amount he raised for his
charities from April 2012 to
March 2013

657

Royal engagements
he carried out last year

1,800

Staff employed by
the Prince's charities

650,000

Young people helped by
the Prince's Trust

\$32 MILLION

His income in the last U.K.
financial year from the
Duchy of Cornwall and other
sources (\$1.4 million came
from the taxpayer-funded
sovereign grant)

in a democracy that is unacceptable," he told the *Guardian* newspaper.

Closely handwritten letters from the Prince regularly land on the desks of British ministers and their opposition counterparts. Newspaper reports in August revealed that the Prince had held 36 meetings with Cabinet ministers since Britain's coalition government came to power in 2010. The same month, Rupert Murdoch's *Sunday Times* alleged that the Prince had placed "moles" at the heart of Britain's government. Proof positive, say his critics, that he is interfering in the political process.

The moles were civil servants on routine assignment to ministries. Past and present ministers also put a different slant on the scare stories. They have found meetings with the Prince useful, if surreal. At first meeting, he resembles his cartoon versions: his face, in conversation, like an Irish dancer remains immobile in the upper reaches, with the lower half doing all the work. Then you listen to his words and find yourself surprised again. "You keep pinching yourself," says one former Cabinet minister, who praises the Prince's expertise and cites examples of his using convening power to help overcome partisan blockages simply by getting people together in a room. "Those who don't like the contents of his views allege constitutional impropriety as a way of undermining the views he holds. Those who don't like his views present them as wacky," says the minister, who adds, "I took him seriously, and he took me seriously."

Off With His Headlines

BRITAIN'S MASS-MARKET NEWSPAPERS, which see themselves as the proxies of ordinary people, were never going to give a green-hued, intellectually ambitious Prince with radical ideas a free pass. His temerity in preferring the warmth and cheer of Camilla to a beautiful icon whose image guaranteed newsstand sales deepened hostility. Charles and Camilla married in 2005. By 2010 the *Daily Mail* claimed the couple were living "separate lives." The second Mrs. Windsor—made the Duchess of Cornwall at her marriage—couldn't cope with royal life.

The duchess does struggle. She shares with the Prince a sense of the ridiculous that sometimes makes her lose composure. This



Valuing the old Charles and Camilla tour the Greco-Roman city of Jerash in Jordan

summer, during a display of clog dancing at Llwynywermod, their home in Wales, she laughed until her mascara ran. He laughed with her. Their affection is palpable.

Talk to Britons and you rarely find residual anger toward Camilla. Opposition to her may always have been overstated. Palace sources claim journalists manufactured an oft-cited 1993 incident in which Camilla was supposedly pelted with rolls, hiring a look-alike and roll throwers to stage the scene. After revelations about Britain's press culture in the wake of the hacking scandal at Murdoch's *News of the World*, tales of tabloid skulduggery sound less far-fetched. Charles' sons and members of their household were the first proven victims of hacking.

The Prince's advisers concluded years ago that there was little point in seeking to correct any but the most damaging calumnies. So when in 2012 his website posted a statement denying that seven boiled eggs of different levels of runniness are lined up for the princely breakfast, you knew the eggs were significant. The anecdote comes from *On Royalty*, a book by the distinguished BBC journalist Jeremy Paxman, who makes it clear that this is an unverified story. Subsequent reports scrambled the context, presenting the eggs as an example of Charles' profligate ways.

Petty, yes? Yet such misperceptions matter because Britons, more than Americans, have an innate suspicion of wealthy do-gooders. There's a cultural predisposition to think you have to walk in people's shoes before you can understand their experience. Someone whose valet applies toothpaste to brush every morning—another myth—cannot hope to connect with the real world.

The Prince is seriously rich, though he's nowhere near as rich as his Bond villains and can be royally frugal. Indeed, he keeps his palatial residences frigidly underheated, saves his bathwater for the garden and wears garments so mended, they are more patch than original. He does not own the Duchy of Cornwall but derives from the estate all but a small slice of his total annual income, which amounted to £20 million (about \$32 million) in the last U.K. financial year and helps fund official duties carried out by him, his wife, his sons and his daughter-in-law. (Just under £1 million, \$1.4 million, came through the taxpayer-funded sovereign grant.) He pays the top tax rate, but the duchy, which oper-

ates as a commercial entity, is exempt from corporation tax because it is not defined as a company. The Prince is not allowed to pocket capital gains from assets disposed of by the duchy, so he does not pay capital-gains tax. In July, British parliamentarians summoned members of the Prince's staff to answer charges that this might be seen as tax avoidance.

His principal private secretary, William Nye, explained that if the duchy paid corporation tax and the Prince's income tax were adjusted accordingly, the tax take for the Treasury would be pretty much the same. "I do not genuinely believe there is overall an unfairness," said Nye.

Friends of the Prince, his staff and the Prince himself feel there is an unfairness in the unrelenting swell of criticism against the Prince. "He is both ahead and behind his time. He's not of his time," says Britain's former chief rabbi Jonathan Sacks. "He's bigger than the media will make space for."

A recent rash of articles proposes bypassing the Prince in favor of the shiny younger royals when the Queen dies. King William and Queen Kate would certainly have luster. But Charles is, by instinct and practice, a conservationist. "If you chuck away too many things," he says, "you end up discovering there was value in them." ■



NATION

RESHAPING THE ARMY



A FORCE BUILT TO FIGHT THE COLD WAR IS NOW BATTLING
CHANGES TO ITS SIZE, SHAPE AND MISSION **BY MARK THOMPSON**



Long gray line Cadets at
graduation ceremonies at
West Point, N.Y.

Photograph by Ramin Talaie

THE SUN WAS JUST RISING IN a leafy suburb of Tripoli, Libya, as one of the world's most wanted men returned home from morning prayers on Oct. 5. Nazih Abdul-Hamed al-Ruqai, an alleged al-Qaeda operative more commonly known as Anas al-Liby, was slowing his Hyundai Tucson to park on a narrow street when three white cars and a Mercedes van closed in.

Ten men clad in civilian clothes spilled out of the van. Three wore black masks and brandished silencer-equipped pistols. "Get out!" they shouted in Arabic, as one used his gun to smash the driver's window and pulled al-Liby from his vehicle. "What's going on?" al-Liby shouted before going limp, apparently stunned by his assailants.

As he fell unconscious, the man—with a \$5 million bounty on his head—probably knew he was falling into American hands. He had been on the run since 2000, when the Justice Department indicted him in the 1998 bombings of two U.S. embassies in Africa that killed 224, including 12 Americans. The masked men dragged al-Liby to the van and pushed him in. They climbed in, slammed the doors and roared away. It was over in a matter of seconds. The U.S. Army's Delta Force had pulled off the daring dawn snatch without firing a shot. "Hooahs!" of approval echoed through Delta headquarters at Fort Bragg, N.C., and in the Army corridors at the Pentagon.

The al-Liby grab was a reminder that the Army, after generations of preparing to fight complicated land wars, is more likely to face enemies that are terrorists, insurgents and other small-bore bad guys than large standing armies. That's going to require bulking up its special-operations forces, shrinking the standing army it has maintained since World War II and re-examining its faith in all kinds of sacred cows. New technologies, new threats and tighter budgets are all conspiring to force the Army to reinvent itself fast. But the service shows virtually no sign of making any of these changes.

As Washington winds down two long and expensive wars (one, in Afghanistan, now entering its 13th year), unpleasant choices are the order of the day at the Pentagon, where the 10% cut required by sequestration is already inflicting budgetary pain.

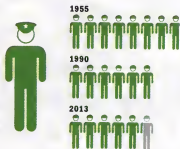
AN ARMY SLOW TO CHANGE

THE FORCE: INCREASINGLY TOP-HEAVY

Since the height of the Cold War, the number of soldiers per officer in the U.S. Army has dropped 45%.

FOR EVERY OFFICER ...

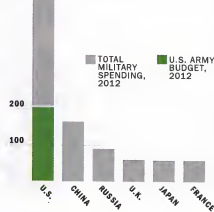
... THERE WERE THIS MANY ENLISTED



In billions
\$600

THE MONEY: SPENDING WITHOUT PEER

In 2012, the U.S. Army's budget exceeded that for any other nation's entire military



THE WEAPONS: GETTING BIGGER AND HEAVIER, NOT SMALLER AND LIGHTER

The 35-ton Bradley Fighting Vehicle was built to take on the Soviets. Its replacement could be 50% heavier.



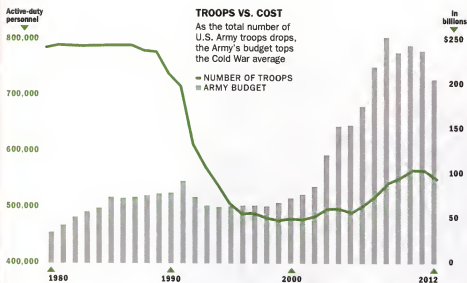
The Air Force may have to ground its A-10 attack planes and KC-10 aerial-refueling tankers to keep money flowing to its fighter and long-range-bomber programs. The Navy fears its fleet of 11 carriers could be cut to as few as eight. And the smallest service, the Marine Corps, may need to shrink by more than 20%, or about 30,000 troops.

But nowhere is the challenge as desperate—or the bureaucracy so resistant to change—as it is in the Army. In an era of targeted drone strikes and ever-moribund Special Forces missions, the U.S. Army is something of an anachronism. It has 534,000 active-duty troops today and is trying to hang on to 490,000 by 2015. But deeper cuts look likely, and many experts

believe the service could shrink to 390,000 by 2023. The Army's core mission is anyone's guess in an era of pilotless drones and spooky commandos. But its generals are slow to face the new reality. "What's the justification for a half-million-man Army?" asks Todd Harrison, military analyst with the independent Center for Strategic and Budgetary Assessments. "The Army doesn't have a good answer for that yet or about why they exist and why they're relevant."

A Service at Sea

AFTER A DECADE OF WAR, THE ARMY IS COPING with the messy aftermath: a force exhausted by repeat deployments, waves of traumatic brain injuries and new epidemics



of posttraumatic stress and suicide. Rebalancing the service is difficult: Too small and too lightly armed and the Army might not be able to deter—or defeat—North Korea or Iran in the event of war. Too heavy and it may forfeit the speed needed to keep skirmishes from becoming wars.

Besides, for a service that has its own in-house think tank designed to study the future and help shape it, the Army has become adept at confirming the wisdom of the status quo. As things stand, the future Army will look a lot like the pre-9/11 Army, built around 10 divisions, designed to wage and win tank battles against a foe that looks a lot like the U.S. Army. A strict, World War II-era command structure re-

mains, with three-star corps commanders and two-star division commanders. The Army's weapons will consist largely of updated versions of the weapons bought during the Reagan buildup of the 1980s: M-1 tanks, 155-mm self-propelled howitzers, multiple-launch rocket systems and UH-60 Black Hawk and AH-64 Apache helicopters. The Army's Special Operations Command remains an afterthought, costing just \$1.5 billion of the Army's total \$185 billion budget in 2013.

Even after Afghanistan, the Army is marching into the future facing backward. At the National Training Center at Fort Irwin, Calif., the Army continues to train against an "enemy" force that has more in

common with the now defunct Warsaw Pact than al-Qaeda. "We still lack a coherent and comprehensive concept for dealing with the irregular and hybrid enemies we will continue to face in the foreseeable future," Lieut. General Charles Cleveland, the service's top command, warned recently in the independent *Army* magazine.

Only now the Cold War money has run out. The number of active-duty Army troops peaked at about 780,000 during the final years of the Cold War and fell to 480,000 by 9/11. That force was too small to fight wars in both Afghanistan and Iraq without a draft, so it grew over the past decade, to 566,000 in 2010. Some experts argue that the Army can be cut by close to half. What is the right size? "Nobody knows," says military scholar Michael O'Hanlon of the Brookings Institution.

Nothing highlights the Army's denial problem more than its old-fashioned fixation on old-fashioned armored vehicles. Consider its desire for the new Ground Combat Vehicle (GCV) to replace its Reagan-era troop transport. The generals say their service needs to shrink in size and weight, yet they are planning to spend up to \$30 billion on a vehicle that could end up 22% longer, 7% wider and 67% heavier than what it would replace, the Bradley Fighting Vehicle. "The Bradley did not perform well in Iraq," General Ray Odierno, the Army chief of staff, has told Congress. "It did not protect our soldiers. It did not carry a full squad ... We have to have the Ground Combat Vehicle."

The Army has long wanted an armored vehicle capable of carrying nine soldiers; the Bradley carries only six. The service contends nine is the fewest needed to reduce the risk as troopers climb from the vehicle to engage the enemy. But at up to 65 tons each, the GCV would be as heavy as the M-1 tank and unable to cross many common bridges in most cities. "It's going to be at least three times as expensive as a Bradley, possibly four or five times," says an exasperated David Barno, a retired Army three-star general who commanded U.S. troops in Afghanistan. "The common-sense math does not come together here for me."

The generals could shuck much of that weight if they moved to a lighter, agile force more reliant on special operations



and unmanned systems. Army commandos date back to the Korean War, when the first such unit stood up at Fort Bragg with 2,300 troops. Today the Army's 23,000 special-ops soldiers account for 40% of the Pentagon's total commando force but only 5% of the total Army.

These elite soldiers don't mass by the thousands in armor but conduct their missions clandestinely, in unmarked cars. There is a growing sense that such units are a smarter, cheaper way of waging war against shadowy killers.

So long as the Army hasn't had to hack away at its conventional forces, its special operators have thrived. Their number has nearly doubled since 9/11. The special teams are detached from the military's traditional, and cumbersome, command structure. Working closely with the CIA, they've spent the past decade hunting down and killing thousands of terrorists on the fringes of the public wars in Afghanistan and Iraq and in secret strikes in Pakistan, Somalia, Yemen and elsewhere. Bagging

Crossing over? In an era of unconventional threats, the Army continues to train against an enemy that looks a lot like the former Soviet army

'WE STILL LACK A COHERENT ... CONCEPT FOR DEALING WITH THE IRREGULAR AND HYBRID ENEMIES WE WILL CONTINUE TO FACE IN THE FORESEEABLE FUTURE.'

—LIEUT. GENERAL CHARLES CLEVELAND, IN ARMY MAGAZINE

someone like al-Liby—and whatever intelligence he may share under the milder interrogation methods ordered by President Obama on his second day in office—is even more vital. “Whenever we can capture somebody of that stature, the intelligence we can and will gain is significant,” Michael Lumpkin, a onetime Navy SEAL tapped to become the Pentagon's civilian chief for special operations, said at his Senate confirmation hearing on Oct. 10. “That can lead to future operations and ultimately save Americans' lives.” Al-Liby is now in the hands of civilian law-enforcement officials in New York.

The Army also should be investing more in unmanned systems. Whether flying over the battlefield or crawling atop it, robots represent the future, but the service lags when it comes to designing, building and deploying machines that can spy and kill. A third of the Pentagon's air vehicles are now drones, while only a tiny fraction of its ground vehicles are remotely controlled. Even as the Pentagon has been spending



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more than \$1 billion annually since 9/11 on flying drones, the Army has invested less than \$100 million per year on ground robots. Major General Robert Dyess, head of the Army's force-development office, acknowledged that it's fair to wonder "if the Army is actually committed to unmanned ground systems."

But the most urgent fix concerns the Army's love affair with its officers. It has too many. The nation had 2,000 generals and admirals in World War II, commanding 12 million troops (one commander for every 6,000 commanded). Now there are 900 in charge of 1.4 million (1 for every 1,500). In today's top-heavy Army, there are about 97,000 officers commanding 427,000 troops—basically one leader for every four followers. Army officers say the 20 years of service needed to earn a pension keeps many mediocre officers in uniform too long. That in turn perpetuates the Army's endless array of unnecessary agencies, offices and bureaucracies whose work far from any battlefield can often be of uncertain value. The Army argues that the surplus of commanders is needed in the event of war, since officers can't be trained as quickly as grunts.

One solution gaining popularity is to cut from the top. "Purge the generals" is the blunt recommendation of Lieut. Colonel Daniel Davis in a recent issue of the independent *Armed Forces Journal*. The idea: the last people who would change the Army are the men who have spent the past 30 years growing up in it. "Army generals are resistant to anything they don't understand," Douglas Macgregor, a retired Army colonel, says, "and they don't understand anything other than what they've been exposed to so far." Military author Tom Ricks takes the Army to task in his 2012 book *The Generals* for what he views as its self-perpetuating caste of dulled brass. "Our soldiers have done very well in Iraq and Afghanistan, but they were led by generals who were slow to adapt or even to understand the wars they were fighting," he says. "I don't think our current crop of generals is well prepared to shape the military for the unknown challenges that lie ahead."

Wherever the cuts come, the Army should be leading the way in retooling its force structure, not trailing behind. Instead, the military looks in budget terms

increasingly like an employee-benefit program. Pay and fringe benefits have increased 52% since 9/11, more than twice what the private sector has seen in that period. The military's health care bill has jumped from \$19 billion to \$50 billion in 10 years. The increasing cost of soldiers—now nearly \$60 billion annually—is eating up an ever increasing share of the service's total budget. That leaves fewer dollars for weapons, infrastructure and training. "We're going to turn the Department of Defense into a benefits company that occasionally kills a terrorist" is how retired Marine major general and defense analyst Arnold Punaro puts it.

Change—or Just Fade Away

HISTORY, OLD SOLDIERS INSIST, DOESN'T give the nation the luxury of choice. President Johnson didn't want to fight in Vietnam, and President Clinton didn't want to put U.S. troops in the Balkans. The first President Bush didn't want to invade Panama, and his son didn't want to attack Afghanistan. Sometime in the future, the U.S. will require thousands of troops when a major conflict looms. Warns Odierno, the Army's top officer: "If you get too small, I believe, you lose your ability to deter conflict." Odierno created the Strategic Studies Group last year to help retool the Army, but its recently completed, classified, 500-page report is unlikely to call for fundamental changes.

One reason the Army isn't reinventing itself at its current size is that no one with any sway is forcing it to do so. Lawmakers, who increasingly lack any military

background, give those in uniform wide berth. The Army has the clout to push, cajole and otherwise convince Congress that change is needed but shows no sign of taking on that mission. "The Army has a lot of professional knowledge, and it is sort of sovereign within that realm," retired Army lieutenant colonel and military analyst John Nagl says. "It's very rare for the Army's political masters to intervene." That includes, of course, Presidents who have never worn the uniform.

Defense Secretary Chuck Hagel is an ex-Army sergeant who spent much of 1968 in Vietnam, earning a pair of Purple Hearts during the conflict's bloodiest year, when 16,899 Americans died. But even he sounds as if he's ready to shrink the Army without making major changes to its structure, roles and missions. One internal Pentagon plan calls for a 380,000-troop Army, but Hagel believes that would be too small. "We could still execute the priority missions," he says, "while reducing Army end strength to between 420,000 and 450,000."

That would bring the Army down by an additional 10% but would not fundamentally change how it buys, trains and fights. And there are some who think it could come down even more. Gary Roughead, the former chief of naval operations, made that clear earlier this year. "The military's current strategy sustains an Army that is far larger than necessary," he wrote. A 290,000-strong Army is sufficient, he argues (and would free up money to keep the Navy's budget plans intact).

Roughead's proposal is a reminder that no service in the Pentagon wants to be a hero and change the way it fights unless all the other services are forced to do the same. But the Army is the least likely to take the point. "The future of the Army is Special Forces and drones," says Lawrence Korb, Pentagon personnel chief during the Reagan Administration. "We should be moving more toward a smaller, more agile active-duty Army and save the bigger missions for the reserves." The Constitution provides for the common defense, which since World War II has meant a large-standing army. But as the military remakes itself for a very different kind of battlefield than the one it faced just a decade ago, the last thing the U.S. Army can do is stand still. ■

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THE ART OF

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What scientists are
learning from an artist who
has lost her power of recall
By Michael D. Lemonick

MEMORY

WHEN YOU FIRST MEET LONNI SUE JOHNSON, IT TAKES A FEW MOMENTS TO REALIZE THAT SOMETHING ISN'T QUITE RIGHT.

"Hello!" she says brightly, looking up in surprise, with an expression of pure delight on her face. "Would you like to see my drawings?" Her glee seems strangely childlike for a woman in her early 60s; she's just a little happier to see you than feels appropriate, given that you're a complete stranger. You might think for a moment that she suffers from an intellectual disability—what used to be called mental retardation.

But then she shows you the drawings. They're complex and finely executed, and they feature elaborate visual puns. She's obviously got a lively intelligence. The only odd note in the artwork—stacks upon stacks of it—is that it tends to be richly decorated with letters of the alphabet and often includes lists of words, all beginning with the same letter or with letters in alphabetical order. You might be tempted to place her on the autism spectrum. But that makes no sense either, given the open joy she displays at connecting with people.

Leave the room for a moment and come back, however, and things become clear. "Hello!" she says brightly, as though she's never seen you before. "Would you like to

see my drawings?" And if you leave again and return once more, she'll greet you the same way. Because as far as she knows, she never has seen you before.

Johnson is profoundly amnesiac. She's essentially unable to form new memories: some experiences are gone in seconds, others in minutes, but next to nothing endures. She can't bring up many old memories either. She recalls few episodes from her life and has little general knowledge about the world. She was in eighth grade when John F. Kennedy was shot, but if you show her a picture of him, all she knows is that he was a President.

Such cases of annihilated memory are very rare. Some are caused by traumatic brain injury; others, like Johnson's, are the result of viral encephalitis, which often kills its victims or leaves them comatose. But they're also extraordinarily valuable: by looking at how illness or injury robs people of memory, neuroscientists have an opportunity to gain insights into how it works when all is well.

For that reason, a team of scientists from Johns Hopkins and Princeton universities have been studying Johnson for the past

four years, ramping up their efforts dramatically in the past two and recently submitting for publication the first of what will be many papers on her that will continue for the rest of her life. Once a month or so, the researchers show up at Johnson's mother's house in Princeton, N.J., or bring her to the brain-imaging center at the Princeton Neuroscience Institute for a battery of tests in an attempt to probe the extent of her brain damage and cognitive deficits and perhaps to contribute, albeit indirectly, to future treatments for Alzheimer's disease and other forms of memory loss.

Johnson is not the first person whose dramatically damaged brain has served as such a keyhole into the workings of memory. As long ago as the 1950s, a man named Henry Molaison, known in the medical literature only as H.M. until his death in 2008, received similar attention. Molaison's condition was a result of surgery to relieve severe epilepsy. After the operation, his seizures went away, but his memory did too—dooming him to spend the rest of his life in a perpetual now.

But Molaison was very different from Johnson. He had been an assembly-line worker with higher-than-average intelligence but no unusual talents. Johnson, by contrast, was a hugely successful commercial artist who drew covers for the *New Yorker* and supplied illustrations to *TIME*, the *New York Times* and dozens of other high-profile clients. She was an accomplished amateur violinist and a private pilot, who bought a farm in upstate New York so she'd have her own landing strip.

BEFORE

Johnson's artwork was playful, colorful and highly sought after; it was published in *TIME* and the *New York Times* as well as the *New Yorker*. Tiny human figures were one of her recurring motifs.



Her musical ability is especially significant and serendipitous, gathering in multiple skills that rely on memory—the ability to practice and improve, to learn a composition by heart, to recognize musical themes that recur from song to song. Music is the subject of the upcoming paper and is an area of Johnson's mind that investigators have only lately begun to address.

And Johnson has one other advantage over Molaison. She grew ill not in 1953—when Molaison had his surgery—but in 2007, the era of CT and PET scans and fMRIs, imaging technologies that allow scientists to observe the state and function of complex brain structures rather than just guessing at them from the outside.

With the help of the hardware and Johnson's willingness to sit still for so much study, science may be able to answer one other, more abstract question: What is it like to have lost so many memories about your life and the world? If you who are is an amalgamation, at least in part, of the things you've experienced—the people you've loved, the places you've lived, the tragedies you've endured—are you actually you at all when those things are wiped away? The self is ineffable, but it's also material, the product of neurochemicals sparking their way through living tissue. How we draw the line between those two dimensions—the biological and the experiential, the brain and the far less knowable mind—has kept philosophers awake for millennia. Johnson, with her profound damage to the material self, may help us better understand the immaterial one.

Fever in the Dark

JOHNSON'S PLUNGE THROUGH THE MEMORY rabbit hole began on New Year's Eve 2007, when her mother Maggi, now 95, and her sister Aline, 59, received an early-morning phone call telling them she had been rushed to the hospital and was at the brink of death. Aline and Maggi jumped in the car and drove more than 200 miles (320 km) just as a major snowstorm was winding down.

By the time they reached her, Johnson, then 57, had drifted off to sleep. When she awoke, her mother and sister were in the room. Says Maggi: "She looked around, her mouth gaping, as if she were wondering, 'What am I looking at?'" It was a week before they could be sure Johnson recognized her mother and another few days before she spoke her sister's name.

For the next six months or so, the pair followed Johnson from hospital to acute rehabilitation facility to subacute nursing unit, working alongside therapists to teach her how to walk again, talk again, feed herself. Over those long months, they also pushed her to resume drawing, one step at a time. "She could barely draw a line on her own for the first few months," says Aline. "So my mother invented games, such as drawing a shape and having Lonni Sue copy it."

It was no wonder Johnson was struggling so much. Brain scans revealed that her encephalitis had effectively destroyed her hippocampi, a pair of sea-horse-shaped structures deep in the brain's basement. It also did extensive damage

to structures surrounding the hippocampus, including areas known as the perirhinal cortex and the parahippocampal cortex. That was very bad news since the job of the hippocampus is to consolidate short-term memories into permanent, long-term ones. If the hippocampus isn't there to do that work, everything starts over every few minutes.

The reason, explains Larry Squire, a professor of psychiatry at the University of California at San Diego, is that what seems like a single memory is actually many memories in different parts of the brain. The recollections you have of last year's Thanksgiving dinner, for example, consist of sights and sounds and smells and tastes and deeper links to the people who were there, all of which are processed in different parts of the brain. It's the job of the hippocampus to act like the attentive host at a party making introductions among all those parts. "It's a common mistake to think that memories are initially in the hippocampus and then get shipped somewhere," says Squire. "They're never shipped. They're always somewhere else."

Given how small and tightly packed the brain's multiple structures are, a tiny bit of greater or lesser damage in any direction around a central lesion can have a powerful impact. Molaison had trouble retrieving memories of things he did leading up to his surgery, but he could easily call up cold facts—so-called declarative information—from his childhood, such as what town he came from and where he went to high school and who President



Roosevelt was. For Johnson, these kinds of details have been lost. She recalls the layout of her childhood home and the name of her street and the fact that she used to fly a small plane—and little else. The difference may have to do with the damage to her perirhinal and parahippocampal cortices. Malaison suffered only partial loss of the former; Johnson has almost certainly lost significant parts of both.

The Long Crawl Back

THE SLOW RECOVERY JOHNSON HAS MADE offers other clues about how memory works. Months after she started painstakingly copying lines, Johnson began sketching without help. Eventually, says Aline, "the little people came back." Tiny human figures had been a hallmark of Johnson's pre-amnesia art. "It was one of the first indications that those images were still inside her head. If it weren't for the art, how would we know they were there?" But exactly where they'd been hiding or how they were flushed out remain unclear.

Equally mysterious is why Johnson can identify her pre-encephalitis drawings as her own, despite the fact that she can't identify even the world's most famous paintings except the *Mona Lisa*. "Whatever it is that allows her to recognize her own style is incredibly complex," says Johns Hopkins cognitive neuroscientist Barbara Landau, who works with Johnson. "I don't think we know how to characterize it."

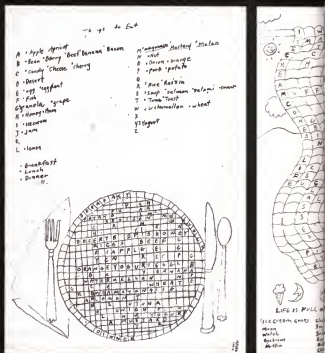
They also can't explain why Johnson is so fixated on the alphabet. Nearly a year after the encephalitis struck, an acquaintance of Aline's wondered whether Johnson might enjoy doing word-search puzzles, in which hidden words are embedded in random grids of letters. As soon as Johnson got her hands on the books, she devoured them.

"All these pages, hundreds of pages," Aline recalls, "and when she got to the end, she asked with great urgency, 'What should I do?'" So she began creating her own puzzles, then incorporated the letters and wordplay into her art. Eventually, she had created a portfolio so large and oddly compelling that her artwork, both pre- and post-illness, was featured in exhibitions at Baltimore's Walters Art Museum and at the Morven Museum in Princeton.

Aline is convinced that the alphabet's familiar and immutable sequence has given her sister's life meaning in a world that must otherwise seem completely disjointed. "It makes sense," says Michael McCloskey, another Johns Hopkins

AFTER

Word puzzles aided Johnson's recovery, the alphabet's immutable form seeming to structure her world. Alphabetic wordplay is a big part of her current work; the tiny people are too.



neuroscientist on the research team. "It structures her day and gives her something to hang on to."

Music, with its alphabetic and semi-mathematical structure, might have the same kind of ordering effect the letters do. Johnson retained her ability to play the viola and to read music, both of which involve unconscious memory—sometimes known as procedural or muscle memory. It was unclear, however, whether she could learn a new piece and improve over time. So Emma Gregory, a Johns Hopkins postdoctoral fellow on the research team, recruited a Johns Hopkins undergrad to compose something for Johnson. Then they put one sheet of music after another in front of her, some containing the entire piece, some with just passages. Time after time, Johnson would read the title, "Caprice," aloud and say, "Oh, that's made of *cap* and *rice*," solving a mini-word-search puzzle on the fly. Then, inevitably: "What language is that?"

But, says Gregory, "she absolutely did seem to learn the piece." Now the scientists are curious about whether she has retained other skills like driving a car or piloting a plane. Nobody is going to put her in a cockpit and send her flying. "You

can go," said Landau, laughing, when the idea came up at a team meeting. "I'll watch from down below." But getting her into a flight simulator is not out of the question.

Ghost in the Machine

JOHNSON'S SESSIONS IN THE MRI SCANNER are as informal as the scientists and her family can make them. Princeton's Nicholas Turk-Browne and his colleague Sabine Kastner, an M.D. and a neuroscientist, supervise the work. They spend a few minutes chatting with Aline and Maggi as they make sure Johnson doesn't have anything metal in her pockets; then they use an airport-type security wand to double-check. As the tests progress, the scientists sit in a control room, explaining what they want her to do—and explaining again, with complete patience, when she forgets.

Many of the tests involve neural adaptation, in which Johnson is shown images in quick succession. In normal people, the brain grows familiar with the images, reacting less strongly to pictures that are repeated. That shows up as reduced activity in the visual cortex. In Johnson's case, the scientists expected that without a working hippocampus, learning of this kind would



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In the last five years, summer days have brought about a transformation for nearly 10,000 inner city kids at a special destination called Camp Hope. There, natural wonders have been discovered, art has come alive and a belief in a better world has been created. All of us at Ally applaud auto dealer Judith Schumacher-Tilton, who ensures the adventures continue through her passion and generous spirit.

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ACCELERATE!



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age number
of models
launched
per year
between 1990
and 2013,
underscoring that
competition in the
industry is heating
up once again," the
study reports.

Yes, today's car buyers and car dealers are amped—as the automotive marketplace accelerates like never before. From innovation to incentives, from product lines to service and sales, from efficiency to connectedness, everything in the car industry is moving faster, adapting more quickly and speeding progress.

Remember "Cash for Clunkers"—the 2009 government program aimed at driving us to trade in old gas-guzzlers for newer, greener, better models and, at the same time, boost auto sales? Well, you don't need the Beltway steering you into showrooms anymore. In late summer, the National Automobile Dealers Association (NADA) reported that generous automaker incentives and high trade-in values would keep new-vehicle sales momentum going throughout the third quarter. "This is the time of year when auto manufacturers increase incentives on outgoing vehicles to make room for the new models," says Jonathan Banks, executive automotive analyst for the *NADA Official Used Car Guide*, adding, however, that 2013 figures may be affected by the government shutdown.

BREAKNECK SPEED

Car sales are a bellwether not just for the automobile industry, but also for the economy as a whole. "Our industry is accelerating at breakneck speed. From the lows of 9 million units sold a few years ago, it has been steadily increasing to hopefully over 15 million in 2013," says David Westcott, NADA chairman. "This year," he adds, "we are excited about the pace of the market and our industry. The way we advertise and the way customers sell and buy vehicles is moving and changing at a very fast pace."

"The high level of pent-up demand, coupled with extraordinary new products, historically low interest rates and competitive financing terms have combined to accelerate the recovery in the automobile industry," says Jacksonville, N.C., auto dealer Mike Alford, the winner of the 2013 national *TIME Dealer of the Year Award*.

Across the horizon, the amazing new offerings rolling off automaker assembly lines are set to hit a record pace. According to Bank of America Merrill Lynch auto research analyst John Murphy, who produces the annual "Car Wars" report, the most authoritative analysis of what's coming to market, new model launch activity is expected to accelerate significantly. Across model years 2014-2017, the report forecasts 175 new models, for an average of 44 per year. "This rate is about 17% above the aver-

"There are many factors contributing to the acceleration in product, including [manufacturers'] rush to enter new vehicle segments (CUVs, hybrids, ultra-luxury, youth, etc.) and an aggressive push by some [carmakers] to expand product lineups, as well as the relative richness and size of the U.S. vehicle market," the study concludes. Westcott sums it up: "The products in the market are what consumers want."

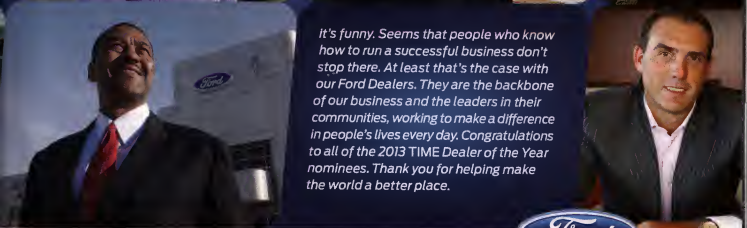
DRIVING FORCES

While some reports say millennials aren't driving (or buying) cars anymore—consumed as they are by social and mobile socializing, and by alternative transportation options (bikes, Uber, Zipcar)—the reality is millennials are driving cars. They're driving the way cars are being reimagined today, driving technology and interconnected device integration and driving innovation, design and the drive for efficiency. The youngest may be living back home again—but thank your millennials for driving the creative rebirth of cars, rooted in the tech devices we all now can't live without.

Want proof? In his 2013 "Who Makes the Car" study, Murphy has this to say: "Consumer demand for greater levels of electronics in vehicles, along with enhanced safety/touch-point elements and improved fuel economy, will support future content growth." And dealers are living this shift in



*Some people
who Go Further
never stop.*



It's funny. Seems that people who know how to run a successful business don't stop there. At least that's the case with our Ford Dealers. They are the backbone of our business and the leaders in their communities, working to make a difference in people's lives every day. Congratulations to all of the 2013 TIME Dealer of the Year nominees. Thank you for helping make the world a better place.



Go Further

ACCELERATE YOUR AUTO FINANCING KNOW-HOW

OK, you know what car you want or need. Fuel-efficient, the full suite of tech innovation, the right color, styling and safety features. Think the hard part is over? Uh-uh. It's just begun. Because the truth is, you need to spend as much time shopping for financing as you spend looking for the perfect car—a process that highlights one of the best tools out there to help you demystify auto financing: *www.autofinancing101.org*, the website produced by Americans Well-informed on Automobile Retailing Economics (AWARE).

A few years ago, eyeing the need for better consumer education in auto financing, industry leaders created AWARE, a collaborative effort to provide car shoppers with the best tools, insight and trusted resources. "Financing is a critical part of the car-buying experience for many," says AWARE spokesman Eric Hoffman. "Consumers help themselves by learning the facts about the process." AWARE members include associations and companies dedicated to consumer education around financing, including NADA and Ally Financial, which partners with TIME on its annual TIME Dealer of the Year Award program.

The AWARE site (in English and Spanish) features an excellent primer dubbed the Auto Financing Road Trip, as well as a Learning Suite bursting with calculators, interactive tools, downloadable worksheets, articles, brochures and resources tailored for young adults, teachers and first-time car buyers, plus a host of valuable resources and vital links. One link, to the Federal Reserve's Keys to Vehicle Leasing page, www.federalreserve.gov/pubs/leasing/#difference, offers shoppers an expert guide to the distinctions between and respective benefits of leasing and buying. "Under the Federal Consumer Leasing Act, you, the consumer, have a right to information about the costs and terms of a vehicle lease," says the Fed. "This information will help you compare lease offers and negotiate a lease that best fits your needs, budget and driving patterns."

So, as you shop for that perfect vehicle, accelerate the research for the best financing options for your wallet—with the help of AWARE. Here are a few examples to guide you along the auto financing road trip:

Before visiting the dealership:

»»» Based on your needs and budget, determine a realistic price range for the auto you are thinking of buying.

»»» Know the difference between buying and leasing an auto.

»»» Know your credit record, and that it may affect the finance rate you are able to secure.

»»» Compare annual percentage rates and financing terms from multiple sources such as banks, finance companies and credit unions.

When shopping for an auto at the dealership:

»»» Stay within the price range you can afford.

»»» Negotiate your finance arrangements and terms.

»»» Understand the value and price of optional products such as extended service contracts, credit insurance or guaranteed auto protection.

If you don't want these products, don't sign for them.

»»» Read the contract carefully before you sign it.

After completing the auto purchase or lease:

»»» Make your payments on time. Late or missed payments incur late fees and appear on your credit report, which can impact your ability to get credit in the future.

greater efficiency and help better manage cost at the pump."

Murphy's "Who Makes the Car" study dubs the increasing level of automotive electronic content as "the dawn of the cyborg," with new technologies transforming cars into advanced interactive machines. "Perhaps the most far-reaching

demand on a daily basis. "The quality and technological enhancements of our product portfolio in the last five years are extraordinary," says Alford. "Today, our customers, through enhancements in information technology and bandwidth, are very well informed, thus the selling experience is much more efficient and refined. We spend more time ensuring that our customers' wants and needs are aligned."

Sure, cruise control has existed for decades, but autonomous driving? With super-connected, high-tech cars boasting augmented-reality (AR) navigation and more? And here's one for you: One automaker just announced it will employ AR to service its cars.

Today's in-car connectivity empowers safety systems, diagnostics and infotainment, with modems and sensors wirelessly linking vehicles to infrastructure, other vehicles and systems. But fuel efficiency is a driver. "Vehicle owners are continually aware of rising fuel costs and the need for better fuel economy," says Mike VanNieuwuyk, executive director of global automotive at J.D. Power and Associates. "As they have come to understand the benefits of new automotive technology, they are increasingly interested in those that allow them to manage their fuel consumption with

example of this trend is the development of hybrid electric/fully electric drivetrains," he reports. "The general influx of electronics and electrical components into other core functional areas of the vehicle has been notable and impressive. In fact, electronics are key to nearly every aspect of operating the modern vehicle, from steering, to suspension, to active/passive occupant safety systems."

Truly smart cars loaded with efficient, reliable hyperconnected technology are poised to save us time, energy and, even, our lives. That's the kind of cyborg we can all embrace. ►



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Mike Alford, 2013 TIME Dealer of the Year, at a community forum (left) and with his father, John (right).

ALWAYS FAITHFUL—TO THE COMMUNITY

Mike Alford, president of Marine Chevrolet Cadillac in Jacksonville, N.C., was named winner of the 2013 national TIME Dealer of the Year Award at the annual NADA Convention & Expo in February. Over the years the UNC grad has worked tirelessly in and around Jacksonville to make a difference. One of his proudest efforts is tied to nearby Marine Corps Base Camp Lejeune: Six years ago, Alford created the Military Growth Task Force, assembling leaders to address social and infrastructure

needs following a Marine Corps expansion that led to 83,000 new residents in the region. Says Alford: "This col-

laborative effort of federal, state and local governments, as well as civic, military and business leaders, was a first."

TIME's dealer competition is presented in association with Ally Financial, which presents the national winner with a

\$10,000 contribution to a nonprofit of his or her choice. "The Ally funds," says Alford, "have been used in Onslow County to support Girls on the Run and Stride, parallel gender-specific prevention programs that encourage preteen girls and boys to develop self-respect and healthy lifestyles through running. These programs aren't just about finishing a race. They're about developing a lifetime of healthy habits and healthy living."

According to a recent study by Ally Financial and NADA, Alford's altruism is a common trait among dealers nationwide. The 2013 Dealer Charitable Survey, which polled dealer principals across the U.S., found that nearly 65% of dealers surveyed increased charitable contributions this year compared with 2012, and that roughly 39% expect to increase contributions again in 2014. The survey also found that nearly 45% of dealership employees volunteer more than 50 hours per year and that more than 55% of dealers donated \$25,000 or more in 2012. ●

WIN-WIN FOUNDATION

Since 2002, former new-car dealer Richard Strauss and his family have directed grants from the NADA Foundation to greater Richmond organizations like Meals On Wheels, International Hospital for Children, Central Virginia Food Bank, YMCA Bright Beginnings and the Boys & Girls Clubs of Metro Richmond. "Having members of my family associated with the NADA Foundation allows them to experience the great feeling of pride that comes from making a meaningful contribution in our community," says Strauss.

The National Automobile Dealers Charitable Foundation, established in 1975, is the philanthropic arm of the National Automobile Dealers Association. Funds contributed by new-car and -truck dealers and friends of the industry provide financial support to schools, private colleges and universities, emergency disaster relief and community service programs. "NADA's charitable endeavors demonstrate that dealers are caring and charitable people," Strauss says. "This program is a win-win." For more, visit nada.org/charitablefoundation.

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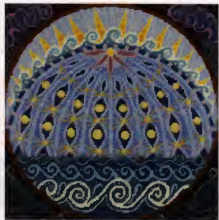


The Creation a needlepoint kit collection

Alex Beattie's inspired needlework series brings the biblical story of creation vividly to life. Each panel depicts one of the six days as described in the book of Genesis and together they make a magnificent collection. The kits include the cotton printed canvas, a needle, instruction leaflet, color chart, and all the 100% pure new wool needed to complete the design.

All designs measure 16" x 16" and are printed on 12 holes to the inch canvas.
\$105.00 now \$84.00 each

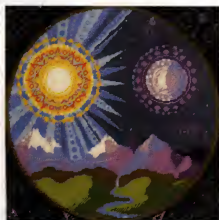
Day 1 In the beginning God created the heaven and the earth, and the earth was without form, and void; and darkness was upon the face of the deep. And the Spirit of God moved upon the face of the waters. And God said, Let there be light: and there was light.



Day 2 And God said, Let there be a firmament in the midst of the waters, and let it divide the waters from the waters. And God called the firmament Heaven.



Day 3 And God said, Let the waters under the heaven be gathered together under one place, and let the dry land appear: and it was so. And God called the dry land Earth, and the gathering together of the waters called he Seas.



Day 4 And God said, Let there be lights in the firmament of the heaven to divide the day from the night; and let them be for signs, and for seasons, and for days, and years: And let them be for lights in the firmament of the heaven to give light upon the earth.



Day 6 And God made the beast of the earth after his kind, and cattle after their kind, and every thing that creepeth upon the earth after his kind: and God saw that it was good.

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The Culture

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Will your cat be Meowdonna
this Halloween? Pet
costumes have become a
multimillion-dollar industry
PAGE 63



Pop Chart

LOVE IT

TIME's James Poniewozik called **ABC's Trophy Wife** "a pleasant surprise compared with bigger-hyped shows—dumb title, but a string of solid episodes."



Enterprise Rent-a-Car launched a **motorcycle-rental pilot** program in Las Vegas; it's the first rental titan to do so.

Lady Gaga's R&B-inspired **"Do What U Want"** (featuring R. Kelly) out-sold new tracks from Justin Bieber and Taylor Swift



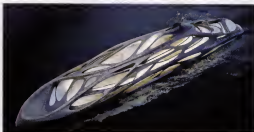
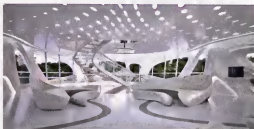
Nestlé will debut a line of **Butterfinger peanut-butter cups** in 2014. Your move, Reese's.

THE DIGITS

\$650,000



Estimated amount of real money that players of *Candy Crush Saga*—the überaddictive mobile-device and Facebook game—spend each day on virtual perks, such as instant level access and candy-smashing hammers.



YACHT TOO SHABBY Architect Zaha Hadid, known for futuristic creations inhabited by landlubbers, has turned her sights on the sea. Working with naval architects Blohm + Voss, Hadid unveiled concepts for a family of superyachts with "exoskeletons" inspired by the motion of water. But to become actual boats, they'll need buyers.

HAIKU REVIEW

The first
balloonists
—
Learned that
what goes
up must come
—
Down. Often
too fast.



—LEV GROSSMAN, ON *FALLING UPWARDS*; *HOW WE TOOK TO THE AIR*, BY RICHARD HOLMES (OUT OCT. 29)

QUICK TALK

Aziz Ansari

On TV, he's Tom Haverford, *Parks and Recreation*'s resident entrepreneurial dreamer. But Ansari, 30, is coming to that other small screen—the Web—as himself. His latest stand-up special, *Buried Alive*, will be released on Netflix on Nov. 1. Here, he talks to TIME. —LILY ROTHMAN

The tagline for *Buried Alive* is "30 comes at you fast." What was your "Oh, man, I'm almost 30" moment? It was a slow build. You start seeing your friends having kids, you start going to these weddings, you start realizing not that you're getting old but older. **Does being 30 now mean you're a grownup?** I definitely feel more mature than I did five years ago. **What's the most mature thing you've done recently?** I bought a house, which is pretty mature. **Wow! That's really mature.** And I'm pretty indecisive, so it's a big deal that I committed. **What about something immature?** Nothing out of the ordinary. I watch *Saved by the Bell* reruns on Netflix. **Doesn't everyone?** Everyone watches *Saved by the Bell* reruns? Have you done that? **Well, yeah.** Why do we do that? We've all seen them so many times! I went through to see if there were any episodes I couldn't remember. **And were there?** Yeah, there was one. It was kind of an offensive episode. This is the summary: a plus-size girl wins a date with Zack, and it's like, "Oh, no! What's Zack gonna do?" He pretends he's sick. **Your blog is called Aziz Is Bored. I find it hard to believe you're bored often.** You'll see I don't post on that website too much.

ON MY RADAR

► **Going Solo**, by Eric Klinenberg

"It's a book about people living by themselves."

► **ABC's Scandal**

"I'm saving it so I can marathon it."

► **Reflector**, by Arcade Fire

"I'm a big LCD Soundsystem fan, and it's produced by [front man] James Murphy."





FASHION FORWARD

You may not know his name, but you've probably seen his work. For almost 40 years, Patrick Demarchelier's pictures have graced the covers and pages of magazines like *Vogue* and *Vanity Fair*. During that time, his classically composed photos—like Christy Turlington & Mouse, left, first published in 1999 as part of a special Harper's Bazaar issue dedicated to an editor who died of ovarian cancer—helped elevate fashion photography to an art form. Demarchelier's work is on view at Staley-Wise Gallery in New York City through Nov. 30.

LEAVE IT



Pringles has launched a line of pecan-pie-flavored crisps, which are—thankfully—available for a limited time only.

TIME's Richard Corliss called *Carrie* (2013) "a remake not worth the blood or bother."

Ka\$ha revealed she once electro-shocked herself by grinding against a power tool onstage: "it's super dangerous... but it looks so cool."



The \$2 million, 20-carat diamond engagement ring Kim Kardashian got from Kris Humphries sold for just \$749,000 at auction—days before she said yes to Kanye.

ROUNDUP

The (Musical) Roads Less Traveled

A Brooklyn community board recently nixed a proposal to name a street corner after late rapper Notorious B.I.G. (né Christopher Wallace) after residents argued that his criminal record and misogynistic lyrics (among other issues) were not worthy of tribute. But stranger streets have happened.

KENNETH "BABYFACE" EDMONDS HIGHWAY
Stretch off I-65, Indiana
Est. in 1999



KORN ROW
Bakersfield, Calif.
Est. in 2006



FLAMING LIPS ALLEY
Oklahoma City
Est. in 2006



JUSTIN BIEBER WAY
Farmers, Texas
Est. in 2011



DAVE GROHL ALLEY
Warren, Ohio
Est. in 2009

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Books

Rare Bird. Donna Tartt returns with a beguiling, uneven novel of art and graft

By Lev Grossman



FAIR WARNING: I'M WRITING this review as a critic but also as a fan. I've read Donna Tartt's *The Secret History* probably five times, ballpark—maybe more, if you aggregate

my obsessive reperusal of particular favorite scenes. When it appeared in 1992, *The Secret History* was like an object phase-shifted over from some more literarily exciting dimension: an exotic hybrid beast exhibiting the best traits of literary novels, detective fiction and intellectual history, with none of the boring bits. Postmodern cultural theory had promised me a future in which high and low fiction converged. In *The Secret History*, they did.

I'm not a pushover: I'm perfectly capable of not reading Tartt. *The Secret History* was followed 10 years later (like a glittering literary cicada, Tartt emerges only at long intervals) by *The Little Friend*, a Southern-gothic fever dream that, to my shame, I have never managed to finish. Now, 11 years after that, we have *The Goldfinch*. *The Goldfinch* I finished.

The book begins with a terrorist bombing in New York City. Tartt supercharges this already fraught scene—Tartt's it up—with extra psychic and aesthetic meaning by setting it at a museum. (It's typical of her magpie sensibility that she wouldn't stage a bombing anywhere as vulgar as Times Square.) Among the survivors is a 13-year-old boy named Theo. His mother is killed.

Moments before the attack, they're admiring a painting, Carel Fabritius' *The Goldfinch*. (Theo is also admiring a pretty red-haired girl.) In the dreamlike hush that follows, a dying old man urges Theo

to steal the painting, and he does, thus becoming, in a trice, both victim and criminal. It's a toweringly implausible moment, and Tartt strains to sell the reader on it—but if one can invest, it does pay dividends.

Everything that happens to Theo afterward bears the stamp of that moment. He goes on to meet the dead man's business partner, a benevolent restorer of antiques named Hobie, and he falls in love with the redhead, Pippa, who was the man's niece. Sent to live with his father in Las Vegas, Theo becomes a posttraumatic teenage wastoid, tamping down pain with booze and drugs alongside a jolly nihilistic Russian named Boris. As an adult he returns to Manhattan and sets up as Hobie's partner in the antiques trade. The first half of *The Goldfinch* is the story both of Theo's coming of age and the education of his eye for beauty.

But his life continues to be ruled by his secret stolen masterpiece, an object so dense with grief and beauty and money and history that it's like a black hole that warps him with its gravity field, or a telltale heart under the floorboards. It underwrites Theo's happiness the way a cache of gold underwrites a currency, and at the same time it stands for everything he's lost. It won't stay hidden forever.

Tartt has a special gift for writing about outsiders who come in from the cold. She did it in *The Secret History* with Richard Papan, a Gatsbyesque nobody from nowhere at an elite Vermont college, and she does it here. Entering Hobie's shop, Theo becomes a sorcerer's apprentice, learning "the pore and luster of different woods, their colors, the ripple and

gloss of tiger maple and the frothed grain of burled walnut, their weights in my hand and even their different scents..." Theo also gains entrée into a wealthy Upper East Side family called the Barbour (presumably named for the hearty British outerwear brand), and Boris initiates him into a pan-European criminal underground. However many times Tartt performs it, the trick never gets less magical.

The Goldfinch is not a perfect book. The prose is slightly overegged—I'd peg it at about 15% too long—and Theo is, like Richard before him, a bit of what on the Internet is called a Mary Sue: so passive and colorless that you wonder why all these fascinating people don't ditch him and hang out with each other instead.

But Theo wonders that too. He never gets comfortable—"Never forget you aren't one of them," a friend whispers. (Farther up that same page, fans will spot a cameo by *The Secret History*'s Francis Abernathy.) Fundamentally homeless, he becomes an existential hero, finding patterns in his rudderless life, trying to convince himself that they mean something and sometimes failing. "If you scratched very deep at that idea of pattern," he thinks, "you hit an emptiness so dark that it destroyed, categorically, anything you'd ever looked at or thought of as light."

But in life, as in art, there are always patterns, however shallow, and they have a way of finding Theo. Here's one of them: the blast that begins the book is the echo of an earlier one, the one that killed the real Fabritius in 1654 when a gunpowder factory next to his studio exploded. His *Goldfinch* survived it. Theo must learn to survive too. ■

A Dark Horse Wins the Booker
Literary planets align for the young author of *The Luminaries*



On Oct. 15, Eleanor Catton, 28, won the Man Booker Prize, making her the youngest winner of England's most prestigious literary award. And at 630 pages, *The Luminaries*

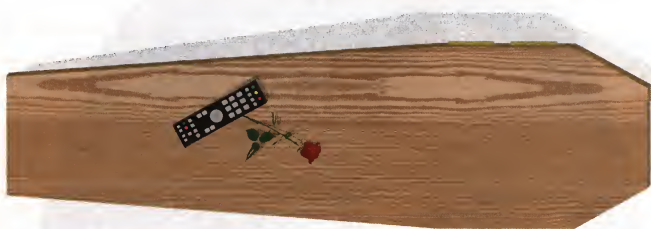
is the longest novel so honored. Set during the 1866 gold rush of Catton's native New Zealand, the book has an elaborate structure involving the 12 signs of the zodiac, seven

planets and the sun and moon (the "luminaries" of the title). It's a murder mystery in which 12 characters—including a Maori gem hunter, a Chinese goldsmith and an opium-

addicted prostitute—enact a stately dance of fate, coincidence and chance. In a gift to Catton and her publisher, the book's U.S. release came the day the prize was announced.



Tuned In



The Last Reality Show. *Time of Death* boldly goes where, someday, we all will

By James Poniewozik

IT IS NOT A SPOILER TO SAY THAT MARIA Lencioni dies at the end of Showtime's *Time of Death*. It's the first thing we learn about her. A strong-willed, sarcastic 48-year-old single mom in Soquel, Calif., Maria has terminal breast cancer and scant months left. Her dying is tragic, terrifying and heartbreaking. But it's also simply hard friggin' work.

Maria's bucket list is not about sky-diving or travel. She has exhausting treatments. She has bills. She has an estranged ex-husband to deal with. She has two teenagers whom she's trying to set up in the legal custody of their older half sister. She's preparing herself to die while preparing her kids to live. "The kids have still got a little way to go," she says, just weeks before her death. "So I can't go yet."

Time of Death (premiering Nov. 1), a wrenching, remarkable six-part documentary, captures a universal experience that TV rarely shows: mundane, non-violent death. Maria's story is the through line, but it also visits the deathbeds of a wide range of patients, ages 19 to 77, who are dying of ALS, heart failure and cancer. Children say goodbye to parents and parents to children. Subjects die painfully or peacefully, and take stock of lives that were long and full or unjustly short. But there's a common thread, as one grieving daughter puts it: "It's not pretty. It's scary, it's ugly, and it hurts to watch."

Death on TV is not exactly rare. AMC's guts-spattered zombie series *The Walking Dead* drew over 20 million viewers for its Season 4 premiere. Shootings and serial killers abound. Life is cheap on TV, or rather death is—it's plentiful, showy, devoid of realism or consequence. But ordinary death is a blank spot in our pop memory, one we've filled with monsters and explosions. After a steady diet of Hollywood deaths, real ones—the labored breathing, the body becoming a slack husk—seem uncanny, alien.

Time of Death may be shocking for what it shows, but Maria's story takes a familiar TV form: the family drama. (The series is from Magical Elves, the production company behind *Top Chef*, and while Showtime avoids calling it reality TV, the term is more fitting here than in 99% of what bears the name.) Maria is a Roseanne-like TV heroine—tough, feisty, with a tart sense of humor. Admitted into an experimental trial, she exclaims, "Women would die to get that spot—literally!" and laughs. Her older daughter, Nicole (nicknamed Little), is 25 and just figuring out her own life when she must become responsible for her mom's care. Younger daughter Julia lashes out at Little and Maria; Andrew, the youngest child, tries to take the fighting stoically.

Time of Death gives its stories structure, but it doesn't tie them up neatly. Families

come together or fracture. People make peace or get angry. They say goodbye or make it to the bedside too late. They offer words of comfort that go wrong. And at the end, there's a body to remove, a house to clean. As one hospice worker says, "There is no manual for how to do this."

I'm guessing you don't want to watch this. Why would you? The show is quiet and dignified, but it can still feel invasive, even when the patients explain that they want this story told because they haven't seen it elsewhere. (The filming stops when the subjects request it; some of them even carry cameras.) The final episode includes 19-year-old Nicole Kisse, who dies of melanoma in her childhood bedroom—and I'll be honest, it wrecked me. At one point in my binge watch, I put on *The Walking Dead* to give myself a break. Never has cartoonish, stylized, totally fake death been more welcome.

Yet while I can't say I enjoyed watching *Time of Death*, I was glad to have watched it. I found myself wishing that I'd seen it before my father died. It's cathartic to witness that life does go on (one of many clichés the show renders meaningful). *Time of Death* could open up a taboo of polite society the way PBS's *An American Family* did for domestic dysfunction. As Maria says, death is "the big elephant in the room that no one wants to talk about."

Time of Death does, and in the process it asks: What do you consider a good death? What will you value at the end? How will you want to be remembered? It's not important that this show reminds you that you're going to die. You knew that. What matters is that it reminds you to live. ■

Money

Rags & Bones. Consumers are spending (way) more on pet costumes

By Laura Stampler

HERE'S THE THING ABOUT PET COSTUMES: by the time you find yourself asking, Is it too much? the answer is probably yes. That hasn't stopped pet owners from wondering, Is the Angry Birds onesie already passé? or Does the Madonna gold lamé cone bra send the wrong message? The National Retail Federation estimates that Americans will spend \$330 million on Halloween outfits for their pets this year, up \$110 million from 2010. In the U.S., the overall pet economy—which grew faster than the GDP this year—is estimated to be worth \$55.5 billion in sales, according to the American Pet Products Association. The question is why.

Not only is pet ownership on the rise; it's also morphing. Clinton Sanders, a University of Connecticut sociologist who specializes in pet culture, says research shows that "people are more likely to carry pictures of their dogs in their wallets than pictures of their children." He adds that Internet humor and viral videos that trade on cute animals likely help sales. Growing numbers of retirees and couples that delay having children are also driving greater spending on animals, says Colin Jerolmack, an assistant sociology professor at New York University. The recovery in consumer spending is probably helping too.

Retailers are convinced there's a gold rush in threads for animals. Meijer, a Midwestern chain, began carrying animal costumes online and in stores two years ago, after a push by pet lovers within the company. Though the firm won't reveal exact sales figures, it claims the move has been profitable. On the basis of search traffic, vice president of e-commerce Liwanag Ojala says she is anticipating a 50% increase in Meijer's sales of pet costumes compared with last year. "Our best-selling pet costume right now is a banana," Ojala says. "Last year's best-selling costume on the website was also a banana, but for a human." ■

NOTHIN' BUT A HOUND DOG
Elvis costume, \$19.99;
HalloweenCostumes.com

LIVE AND LET LIZARD
Iguana costume, \$75;
PoshPuppyBoutique.com



Movies



Past Due. *Dallas Buyers Club* recalls the chaotic early days of the AIDS crisis

By Lily Rothman

IN 1986, MATTHEW MCCONAUGHEY WAS a 16-year-old high school student in Longview, Texas. A few hours west, in Dallas, electrician Ron Woodroof had just been diagnosed with HIV.

As McConaughy was being named Most Handsome in his class, graduating and going on to the University of Texas, Woodroof was starting the Dallas Buyers Club, a group of HIV patients who joined forces to order unapproved meds from abroad, often personally smuggling into the States by Woodroof.

Nearly 30 years later, McConaughy stars as Woodroof in *Dallas Buyers Club* (in theaters Nov. 1). The dramatic turn isn't exactly a departure for McConaughy, though his recent run of acclaimed roles hasn't ended his association with shirtlessness. But it is a departure for Hollywood's portrayal of the '80s.

Until now, the fall's most prominent pop-culture product associated with the era has been *The Goldbergs*, an ABC sitcom with an omnipresent matching-sweater ad campaign. It's an example of what the '80s have come to represent—big hair, leg warmers and the knowledge that they

were the last years before the Internet changed everything—tinged by snark and sentimentality. A movie about McConaughy in high school might fit that genre, but Woodroof's story doesn't. So *Dallas Buyers Club*, despite huge cell phones and high-waisted pants, bucks the stereotypical cheesy innocence and nostalgia for the decade.

"I remember that time," recalls McConaughy, who turns 44 on Nov. 4. "People didn't know anything about [AIDS]. I remember that there was a lot of frenzy and a lot of ignorance. I remember there was a lot of fear."

Dallas Buyers Club is a sign that pop culture is ready to take the decade more seriously, specifically when it comes to AIDS, says David France, the filmmaker

behind last year's Oscar-nominated documentary *How to Survive a Plague* and author of a forthcoming history of the disease, which was first reported in the U.S. in 1981. "We're just starting to tell those stories, the stories of what people with AIDS and their advocates had to do. There's a whole bunch of movies, *Philadelphia* and even *And the Band Played On*, the miniseries, that were stories about what it was like to have this plague wash in," says France, "but what the community did in response to it, that's a story that people seem now ready to receive."

Dallas Buyers Club—which had been in the works since screenwriter Craig Borten met Woodroof shortly before the latter's death in 1992 but didn't go into preproduction until 2012—is only one such story. The club in Dallas, which served thousands by the time Woodroof died, was one of several in the U.S. But as France (who gives a thumbs-up to this retelling) says, even people whose family members were patients were often unaware of what was going on.

"I was reminded by doing the film that nobody knew what to do, even the doctors," McConaughy says. "Everyone was in the dark." McConaughy, who lost nearly 50 lb. to play the dying Woodroof, remembers the confusion: he knew someone who was HIV-positive and who, like Woodroof in the film, was shunned by friends. He also knew people who thought HIV could be communicated by a handshake.

Science corrected that misconception years ago, and now the storytelling darkness is clearing too. There's more to come—*Glee* co-creator Ryan Murphy is working on an adaptation of Larry Kramer's groundbreaking AIDS-in-the-'80s play *The Normal Heart* for HBO—and *Dallas Buyers Club* is a good place for audiences to start. Opposite Jared Leto (as a transsexual fellow patient who becomes Woodroof's partner in crime) and Jennifer Garner (as a sympathetic doctor), McConaughy plays Woodroof as a man who, it turns out, fits right in with the '80s contrasts. He's a swaggering cowboy who, confronted with a changing world, did some world-changing himself—and that's something well worth a nostalgic look back.

The era makes great nostalgia bait, but it wasn't all big hair and leg warmers. 'There was a lot of fear,' says McConaughy

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Art

COLONIAL TIMES The 1800s were marked by European empires—and stamps issued by British colonists

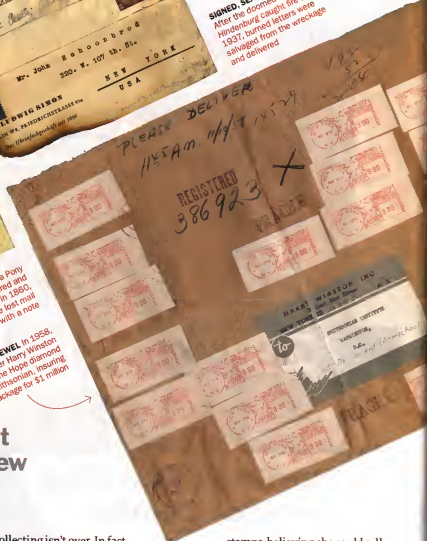


DOING THE PONY After a Pony Express rider was captured and scalped by Indians in 1860, settlers recovered the lost mail and sent it on with a note

A REAL JEWEL In 1958, jeweler Harry Winston shipped the Hope diamond to the Smithsonian, insuring the package for \$1 million



SIGNED, SEALED, DELIVERED After the doomed airship Hindenburg caught fire in 1937, burned letters were salvaged from the wreckage and delivered



Are Stamps Licked? Not at the Smithsonian's huge new stamp gallery

By Katy Steinmetz

IN THE CAVERNOUS BASEMENT of a brick hotel north of Baltimore, Mason Yankowski, 6, runs up to his sister. "Look what I found!" he says, holding out a prize stamp with a pair of tiny tongs. Ella, 10, turns her head and yelps, "Give it to me!" A pursuit ensues, Ella's curly brown ponytail bouncing as she runs down a hallway after her brother. He ducks inside the very last door, marked with a crude sign: **YOUTH ROOM + NEW COLLECTORS.**

This is where the excitement dims. It's day two of the Baltimore Philatelic Society's 75th annual stamp show, and the room is mostly deserted. There have been no new collectors, and at times only a single child quietly digs through heaps of stamps in old shoe boxes under jaundiced lights. "Now is so much harder," says Rick Podwell, a white-haired stamp dealer who used to run the youth room and has wandered into his old haunt. "People have changed. Society has changed."

Stamp collecting isn't over. In fact, the rarest stamps are increasing in value, and the hobby is spreading abroad. But philately in the U.S. is at the end of an era. Binders passed down from grandparents are worth less and less. Membership in America's biggest stamp society continues to wane. Regulars on show circuits see the communal aspect crumbling. "It's not necessarily obvious that kids even know what a stamp is," says billionaire Bill Gross, the bond-investing whiz who owns what experts call the world's most valuable private collection of U.S. stamps. But that does not mean big-shot collectors like Gross are giving up. The Pimco founder gave \$10 million to build the new 12,000-sq.-ft. stamp exhibit at the Smithsonian National Postal Museum in Washington and chase the quixotic dream that a museum could make kids philatelists again.

When Gross was young, his mother collected sheets of 36 commemorative

stamps, believing she could sell them at a profit and send her son to college. One day in the early 1960s, she put her son on a train from Los Altos, Calif., to San Francisco to cash them in. Gross went from dealer to dealer and was told the same thing: they were worth bupkes. He remembers his mother's dejected face; it has motivated him to track down rare stamps and prove they can be a sound investment. "It's just like the art market or the rare-car market," says Gross, a thin man with a soft voice. After he netted \$6 million at auction, he declared that stamps were "better than the stock market."

Revenue at philatelic auction houses in the U.S. and U.K. is up. And indexes kept by British stamp dealer Stanley Gibbons have shown steady growth in "investment grade" stamps. "A collection worth \$5 million or \$10 million was almost unheard of before. But now I could name several dozen," says Charles Shreve, auction



director at Robert A. Siegel in New York City and a man Gross calls his stamp "swing coach."

These mega-collections go hand in hand with the other big development in stamps: "It used to be 98% of our clients were Americans," Shreve says. "Now it is spread throughout the world." Viewed as a bourgeois interest, collecting was banned in China under Mao Zedong until 1976; today the Internet gives wealthy Chinese citizens the opportunity to reclaim gems from Western collections. The pastime is on the rise in China and in other countries with a growing middle class, like India and Brazil.

Things are not quite as rosy at street level in the U.S. At the Baltimore Philatelic Society show, a man pushed his grandfather's collection in on a dolly only to hear the same words from the appraiser: "Worth postage, worth postage, worth postage." The market lacks young collectors who could help it thrive. The Boy

Scouts issue a merit badge for stamp collecting, and in 2012 it issued 1,000 of them. Compare that with 22,000 for basketball and 92,000 for first aid. New memberships at the American Philatelic Society have shrunk about 30% since peaking in the 1980s. And aging enthusiasts putting on exhibitions worry that there's no generation to take the baton. Instead of collating stamps, young people are texting, using e-mail and playing video games. "Hobbies just aren't experienced like they were at our age," says Lisa Webster, who went to the Baltimore-area show with her sons. "There's all this electronic stimulation."

But can an elaborate, storied museum help stamps trump the Xbox? Walk into the Smithsonian's William H. Gross Stamp Gallery and you'll be greeted by a wall of bright windows filled with giant film reproductions of stamps in red, white and blue. Inside are 20,000 stamps, including examples from every country that ever

issued one, even nations that no longer exist, like Rhodesia (now Zimbabwe). There is the only letter ever postmarked on the moon and one sent to John Hancock on July 4, 1776. There is a letter recovered by settlers after Indians captured the Pony Express rider who was carrying it. And, of course, there is a block of "inverted Jenny" stamps—like a set that sold for nearly \$3 million—which feature an upside-down airplane. It became one of the U.S.'s most famous stamps after a 1918 misprint. For children, there is more. Gross attached only one curatorial demand to his check: every child who visits can leave with complimentary stamps in his or her hands.

So maybe there is hope. Back at the stamp show, Ella excavates floral stamps from the shoe boxes, placing one from the Isle of Man next to another from New Zealand. It's her first day playing with postage. "They're actually pretty cool," she says, "once you think about them."

Travel



Zipcar on the Fly. Private-jet startups descend to first-class-fare territory

By Bill Saporito

AT FIRST YOU HAD TO BE AN HEIR TO share. In 1986, Goldman Sachs executive Richard Santulli took an algorithmic approach to create fractional jet ownership. His company, NetJets, expanded the private-jet market from the obscenely rich to the merely filthy rich by dropping the price of ownership from \$20 million-ish to less than \$2 million. Fifteen years later, Kenny Dichter doubled the market size again by selling a Starbucks-like Marquis card that allowed the garden-variety rich to spend a mere \$160,000 or so to purchase a set number of private-jet hours.

Now Dichter and other private-jet-biz veterans are lowering the altitude even further by bringing more passengers into the system. They're taking different approaches, but the target is the same: closing the gap between the cost of flying private and first-class commercial fares.

None of these outfits can legally sell single seats to the general public on their jets. That's for commercial airlines. Instead, they scour the market for empty charter legs or assemble clients looking to go from, say, Boston to Aspen, Colo., and then troll for a discount charter. Technology makes the market efficient. "We have perfected

the formula for selling seats on private jets," says Dean Rotchin, CEO of BlackJet, which allows members to book flights from the New York City area to Florida (\$1,831 one way), San Francisco (\$3,766) and Los Angeles as though they were hailing cabs. Which makes sense, given that BlackJet is backed by some of the investors who started Uber, the taxi-finding app.

All sharing services, from Zipcar to Rent the Runway, work on the same principle. There are oodles of idle capacity available and untapped customers willing to use it. What had been missing was a way to predict the demand and price it. So algorithms as much as entrepreneurship are driving startups such as:

► **JumpSeat**, a peer-to-peer jet-sharing exchange that matches owners ("flyers") with like-minded and moneyed members

("buyers"). A flyer posts an available leg on, say, a seven-seat jet from Bedford, Mass., to Fort Lauderdale, Fla., on Nov. 12 for \$12,000. If enough members request the trip to make it efficient (and the flyer approves the passenger list, sniff sniff), JumpSeat charts the jet and members split the cost. The fares amount to 50% to 100% over those of first class. "It works very well for leisure travel, not business," says CEO Justin Sullivan. "Someone who can adjust his schedule takes advantage of distressed inventory, if you will."

► **Jumpjet**, which sells \$1,500-to-\$8,000 monthly subscriptions that allow 10 annual round-trips. (The price determines how far you can go.) It differs from JumpSeat in that it lets passengers book flights in advance and then guarantees the flight. Subscribers can request an a.m. or p.m. departure, but Jumpjet sets the exact time. "We don't charter until I know who's flying where," says founder and CEO Will Ashcroft. "Then I book the physical aircraft." That too eliminates flyers on deadlines, but Ashcroft says there are plenty of ticked-off well-off leisure flyers. "Our absolute focus is those who are fed up with dealing with the airlines and have nowhere else to turn," he says.

► **Wheels Up**, which is amassing its own fleet of planes and has a country-club model for members. For an initiation fee of \$15,750 and then \$7,250 annually, members have on-demand access to luxury eight-seat King Air 350i turbo-props at \$3,900 per occupied hour—well below the rate of most jets. Wheels Up has ordered \$800 million worth of them, in the process boosting the reorganized Beechcraft Corp., which went bust in the aftermath of the recession. Dichter chose King Airs because the average length of a private-jet flight is a tad less than two hours—most clients don't need bigger, faster, more expensive jets. (The company offers jet service at a higher fee.)

Rotchin figures that there is \$50 billion worth of excess capacity of private-jet "lift" available. Tapping into it could increase the customer pool from 6,000 to as many as 10 million. "The demand is there," says Dichter. "The question is, Who is going to solve for that demand?" The answer could make life better for a lot of frustrated flyers.

'Our absolute focus is those who are fed up with dealing with the airlines.'

—WILL ASHCROFT, CEO OF JUMPJET



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Joel Stein

Costume Drama

Why protecting our pagan holidays is at least as important as free lollipops



THERE'S A WAR on Halloween, which I can prove by exaggerating a few isolated, in-

consequential examples. This year, as Nick Gillespie wrote on TIME.com, the principal of Inglewood Elementary, near Philadelphia, cited separation of church and state in canceling school celebrations, though he later reversed his decision. Gloucester County, New Jersey, passed a resolution to cancel Halloween, though it turned out the county was just issuing safety tips. Still, there are a few schools in Portland, Ore., and others in Skokie, Ill.; San Jose, Calif.; Mechanicsburg, Pa.; Winnipeg, Manitoba; and Port Colborne, Ontario, that have definitely canceled Halloween. And we Americans who care about tradition, family and Canada have to fight back.

We cannot let them steal a hallowed tradition that, admittedly, combines three things that should never be mixed together: cute kids, horror and women dressed provocatively. So just like Sarah Palin, whose new book is called *God Tidings and Great Joy: Protecting the Heart of Christmas*, I will—if the markets dictate—write *Boo! How Liberals Scared Us Into Abandoning Halloween* as well as a similar book called *Boo! How Conservatives Scared Us Into Abandoning Halloween*. The right is attacking Halloween because it thinks paganism is anti-Christian. The left hates it because it forces poor kids to buy costumes, or a lot of candy has peanuts, which some kids are allergic to, or it takes time

away from education; or it scares some children. Figuring out why liberals do things is really hard.

To get my war on, I got advice from John Gibson, the Fox News Radio host and author of the 2005 book *The War on Christmas: How the Liberal Plot to Ban the Sacred Christian Holiday Is Worse Than You Thought*. Gibson knew so little about the war on Halloween that he thought it was being waged by dentists worried about tooth decay. So he officially handed me the “war on” baton. “I went out of the ‘war on’ business a few years ago,” he said. “I moved on to other idiocies.” He suggested that I appeal to the very young, who are not yet war weary. “You have to go to the Twitter feeds of 8- and 10-year-olds.”

I figured if 8 was good, 4 was twice as good. So I asked my 4-year-old son Laszlo what kids whose principals aren't letting them dress up for Halloween should do. “They should just

get out of that school,” he said. “Then they’ll just close that school, and everybody will go to a different school.” I have never heard a better argument for school choice. Laszlo even wanted to send those unfortunate kids some of his candy. “I’m going to keep all the chocolate, but maybe people will give me lollipops, and I’m going to send those to them.” I’ve never heard a better argument against giving lollipops as Halloween candy.

To help defend Halloween, I enlisted Cerridwen Fallingstar, a priestess and shamanic witch who lives in Marin County, California, and has founded three different covens. Taking away Halloween is like denying her entire life. Luckily, she has a lot of past lives that she writes books about, but still, it’s not nice.

Fallingstar said the objections to Halloween are another absurd example of our growing lack of tolerance. “I didn’t mind when they had Christmas celebrations at my son’s school. We celebrated both. Winter solstice was the spiritual holiday, and Christmas was the cultural holiday,” she said. “It’s the same people who want to ban

Harry Potter. I don’t think reading *Harry Potter* will turn kids into witches. Though it would be great if it did.” Though then those kids would spend Halloween on a trance journey to the Isle of Apples to speak to the deceased as Fallingstar does. Those kids would be thrilled with lollipops.

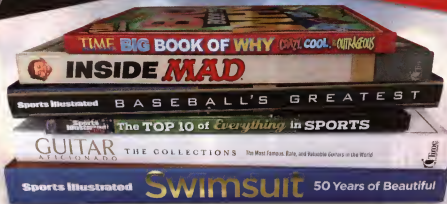
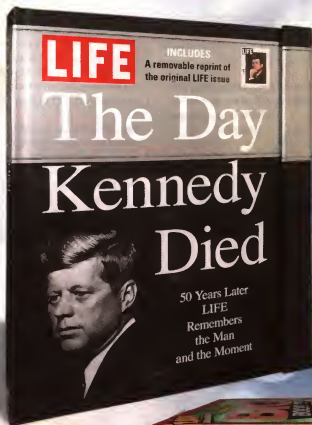
The pagan bedrock of our society will not be corrupted by fearful bureaucrats. We will celebrate Halloween just as our forefathers did, except for bobbing for apples because that’s really disgusting and makes me wonder if our parents even cared at all. But other than that, we’ll fight to prevent change. So I’m asking you to boycott any store that tries to lure you in with a milquetoast “Happy autumn” and protest any town square that attempts to water down traditional witch decorations by adding ghosts and vampires, which I’m pretty sure come from different traditions. I have already heard jack-o’-lanterns referred to as merely “pumpkins with a face on them,” though, admittedly, that was by Laszlo.

Will we be forced to celebrate our pagan rituals on darkened streets, with children reduced to hiding behind masks and uttering secret messages to get adults to quickly open their door and drop candy into their bags? Because that’s what happens when we let the liberals and/or conservatives control our society. Freedom isn’t free without free candy. And I’m willing to fight for that freedom. Or at least sell a book about it. ■



SEASON'S READINGS

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10 Questions

Greenspan played clarinet in a student ensemble with jazz great Stan Getz



Former chairman of the Federal Reserve **Alan Greenspan** on fear, loathing and his favorite dance

Why is your new book called *The Map and the Territory*?

The map is supposed to be the conceptual framework of the world. The territory is the real world, and they don't always square. I'm trying to figure out what has been going on which I didn't understand.

What is the biggest change of mind you've had since 2008?

It changed [when Lehman Brothers collapsed] on Sept. 15. Most basic economics up to that point was based on the presumption that human beings are rational in that they look after their long-term self-interest. My real shock was that what we now call animal spirits has a certain consistency about it—in other words, you can demonstrate that fear is a far more potent emotion than euphoria or greed. That changed the whole way I look at the world. I started from scratch, going from equation to equation. I learned more in the last two years than I did in the previous 10.

So how do you propose we measure something as irrational as fear?

I prefer to call it nonrational. You measure it indirectly by looking at spreads of interest rates, both by credit rating and by the maturity of the bond. Today, 30-year U.S. Treasury bonds yield more than five-year notes by the greatest margin in history. Long-lived assets are very heavily discounted. It should be a normal recovery.

But it is not, because of the high degree of uncertainty.

Knowing what you know now, what would you have done differently during your time as chairman of the Fed?

It's not the type of asset—subprime mortgages or

stocks—it's whether it is leveraged. I always knew debt was important. If I could go back and recalibrate my psyche and fully understand how toxic debt really is, that would have been very helpful.

Is your book suggesting that the way out of the economic malaise is to cut social benefits?

No. Part of the way out is to slow down benefits. Very much to my surprise, benefits are crowding out savings of

the society; the data are very clear in this regard.

You've served four Presidents. How bad is the discord in D.C.? I've never seen it like this. Clearly the problem is within the Republican Party. If you make every issue uncompromisable, you cannot have laws.

You write that one thing that would have prevented the crisis was expanding the capital banks had to hold in reserve. Do you have a figure in mind? Yeah—whatever you think of, it's higher. The critical issue is contagion. You can have a financial system with banks making all sorts of horrible loans, but if they're well capitalized, all of the losses go to the shareholders.

So you changed your opposition to banking regulation? Of course. I was wrong. You have to regulate the system. My concern about regulation is that it's more vindictive than curative.

Do you feel personally responsible for anything?

I was responsible for lots of things! Some good, some bad. But I'm realistic. Given what I knew at the time, could I have done better? Probably. Did I know it at the time? No.

I read that you like dancing. Have a favorite?

The tango. I don't do it anymore. I just do fox-trot. I drag my wife around the dance floor.

—BELINDA LUSCOMBE



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